



The State of the Marketing Ops Professional “MO Pro”

2021 Report by The MO Pros and HubSpot

Table of Contents

Introduction	3
Key Findings + Methodology	6
Demographics	6
SECTION 01	12
The Marketing Operations Professional	
SECTION 02	30
The Marketing Operations Department	
SECTION 03	44
Marketing Operations Tools + Technology	
SECTION 04	50
The Future of Marketing Operations	
Conclusion	53

Introduction

Over the past several years, marketing and marketing teams have transformed. Many companies whose “operations” consisted of the most tech-savvy marketer shouldering the burden of making sure lists were set up correctly, troubleshooting email difficulties, and determining the data points that qualified a lead turned into a defined role with more defined goals. The last few years specifically have led to even more clear-cut responsibilities for the marketing operations role or department.

But now— with growing dependence on data from each and every team in most organizations, sophisticated software platforms with advanced analytics, and business intelligence becoming a main priority for companies, marketing operations professionals are underwater.

A NOTE FROM THE EDITOR

Marketing ops professionals and the industry at large refer to themselves as 'mo pros', and we'll do the same here to acknowledge that and shorten up the phrasing from here on out. When you see mo pros, think "mo pros." When you see MO Pros, think of the MO Pros community.

With constant requests for reports, growing responsibilities, and being siloed from other departments, ops professionals don't have the support and resources they need to scale and empower others with data.

Marketing ops teams are being dragged down by tech debt.

What is tech debt? It's often reactive busywork related to the tech stack, platform, or software managed by mo pros, or things that only one person or team can do.

It's having to rename all the fields on marketing forms. Or updating CRM tags for the sales team. It's being asked to pull a report that leads to a wild goose chase because the data didn't match what you had. That then leads to a huge data cleanup project because one of your integrations isn't working properly.

Tech debt is inheriting old software as part of your stack that doesn't serve a purpose anymore. It can lead to not being able to prioritize your own tasks and leaving your to-do list behind to support others.

Tech debt leads to marketing ops feeling burned out, underappreciated, undervalued, and frustrated. It can also contribute to slowing business growth and using data incorrectly to make business decisions.

The State of the Marketing Ops Professional Report

The MO Pros Community and HubSpot partnered up to explore the challenges and opportunities of marketing operations. We surveyed over 750 mo pros to find out what their responsibilities are, what tools they're using, and what they need to grow. We learned how they feel about their role and what they need from their organization and leaders to be successful.

Ultimately, we aim to help reduce overall tech debt, break down silos between marketing ops + everyone else, and help improve alignment between teams. With a network and education from the [MO Pros Community](#) (and software solutions like [HubSpot's new Operations Hub](#)), we want to help ops individuals and teams to be more strategic and focus on the big picture, rather than constantly chasing small fires.

We hope this report helps lead to a more empowered community of mo pros.

In this report, you'll learn:

- About mo pros - who are they?
- Brand new data on marketing ops software, KPIs, and more
- Marketing operations pain points and challenges
- What marketing ops individuals and teams need to feel supported
- Actionable steps you can take to better understand marketing operations



The MO Pros Community

Join our community of technology-agnostic and like-minded Mo pros and you'll gain access to:

- A support system of 1,700+ Marketing Operations Pros
- Weekly discussions
- 1:1 Mentorship and peer matching
- Regional groups + channels
- Member-only partner offers from a range of companies and industries
- Valuable content and resources like the MO Pros podcast and No Bullsh*t Demos
- A marketing ops job board
- And more

[Become a member](#)



HubSpot RevOps & Operations Community

HubSpot's community for ops folks was designed to create a network of support for marketing ops professionals as they grow in their career.

Explore the community and find:

- Events like webinars, meetups, and more all about Operations
- Resources including templates and playbooks (by ops professionals, for ops professionals)
- Blog posts from experts and thought leaders
- Conversations with leaders in the field
- Education, content & resources on Operations Hub, HubSpot's newest product designed for mo pros

[Visit the Community](#)



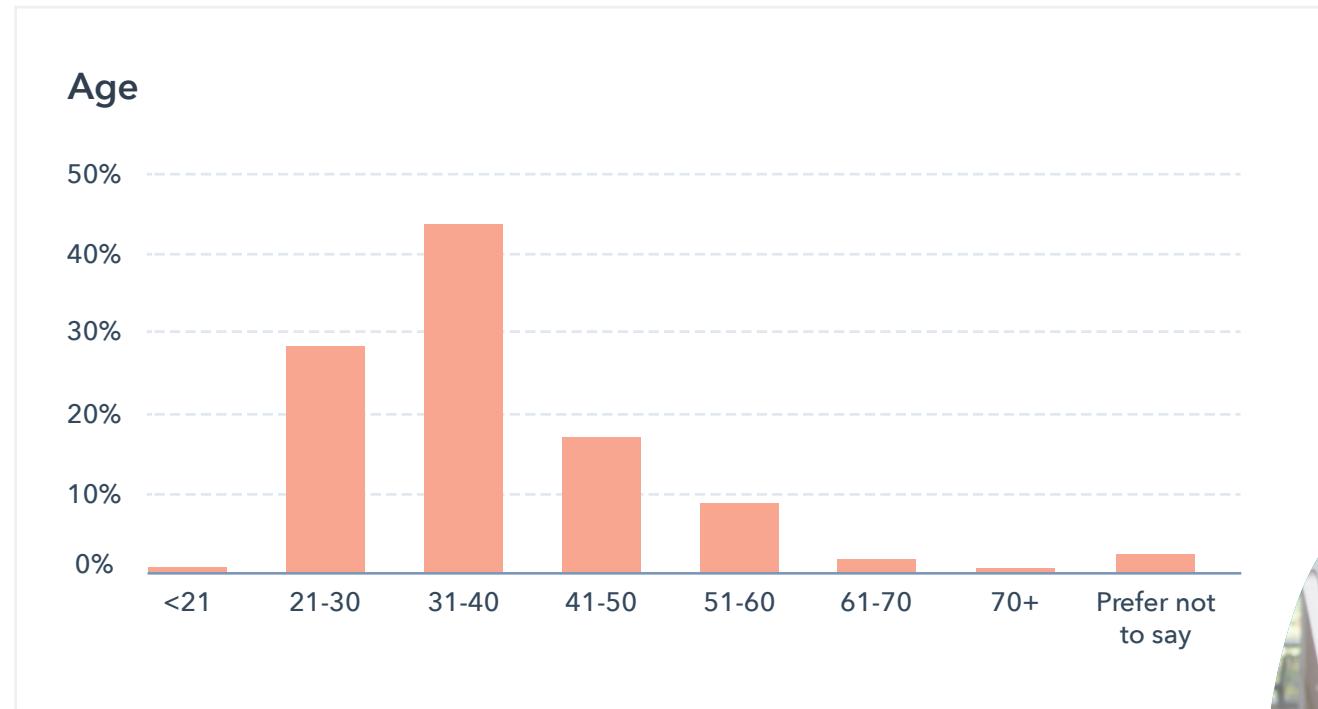
Key Findings + Methodology

Survey Methodology

Survey data was collected from 756 professionals using GetFeedback from February - May 2021.



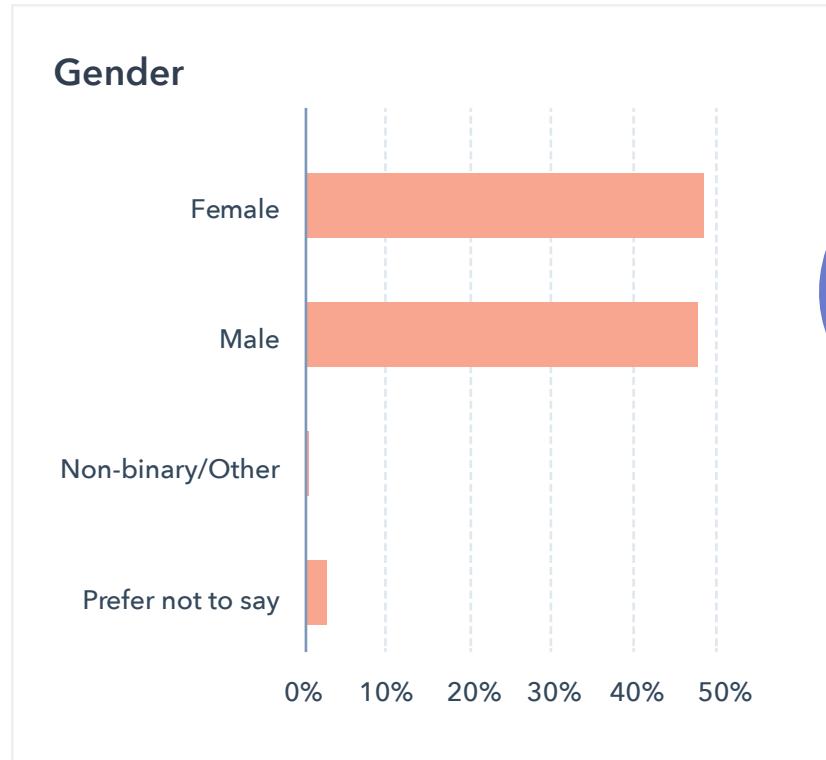
Demographics



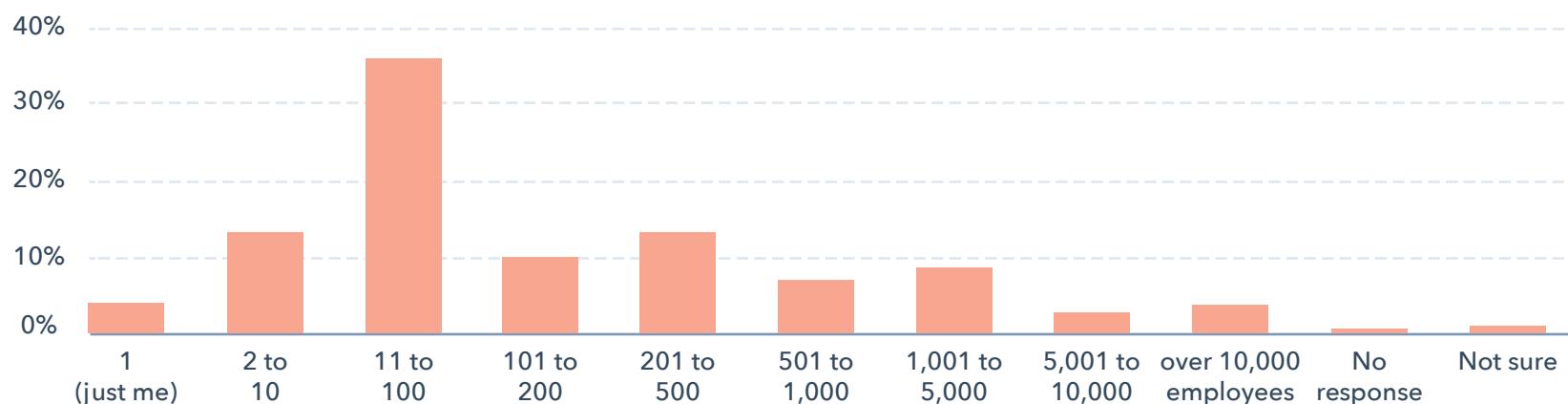
2%

of marketing operations professionals we surveyed are 60+.





How many people does your company employ?



Top Industries Investing in Marketing Automation

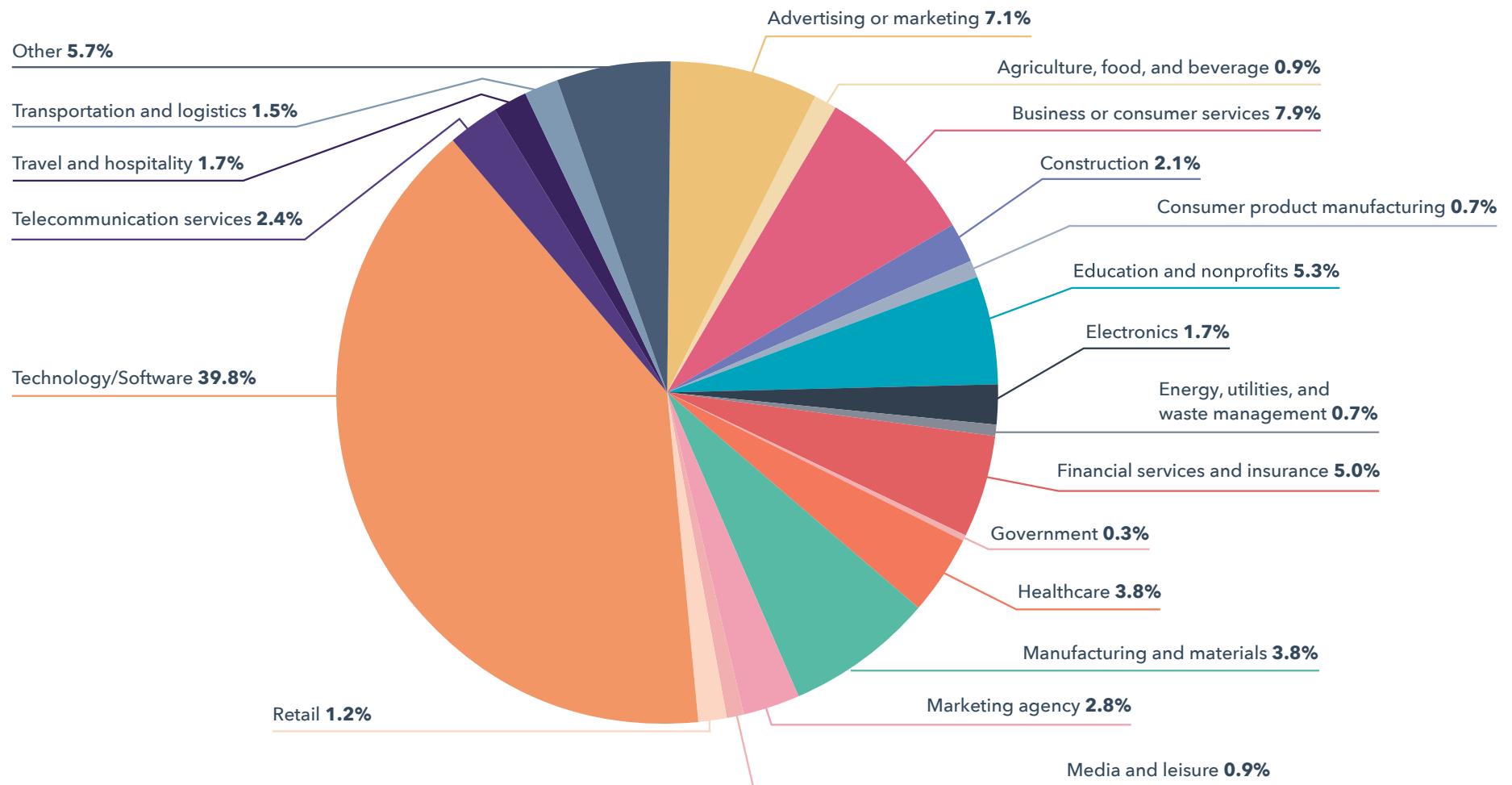
1. Technology/Software
2. Business or consumer services
3. Advertising or marketing
4. Manufacturing and materials
5. Education and nonprofits
6. Financial services and insurance
7. Healthcare
8. Marketing agency
9. Telecommunications services
10. Construction

Other industries include:

- | | |
|---------------------------------------|----------------------------|
| Analytics as a service | Insurance |
| Association | Law firm |
| Automotive/Powersports | Medical devices |
| Biotechnology | Travel and Hospitality |
| Business communications | Outdoor Industry |
| Childcare | Pharmaceutical |
| Cleaning Services/Commercial Cleaning | Property Management |
| Consulting | Recreation |
| Design Services | Retail design |
| Human Resources | Safety + Risk |
| Importing and distributing | Sports + Entertainment |
| | Technical Event Services |
| | Training and certification |



What industry do you work in?



Which industries are prioritizing marketing operations?

Overwhelmingly, tech companies understand the need for a defined marketing operations strategy and team. Other top industries include business services, advertising and marketing, and manufacturing— all areas requiring significant investments in data to be successful in today's market.

As we explore this report, keep in mind that tech companies are currently leading the charge, and other industries will follow and adapt to what marketing operations look like for them. For industries not currently prioritizing marketing ops, do they understand the need? And the value?



Key Findings from the Report

- 1 72% of mo pros have been in marketing ops for 3+ years.
- 2 Most mo pros are Gen Z or Millennials with 70% between the ages of 21-40.
- 3 38% of mo pros do not feel they are being fairly compensated for their level of experience.
 - 62% of mo pros feel fairly compensated for their level of experience.
- 4 18% of mo pros take on 3+ side projects or clients per year.
 - 4% take on 10+ side projects/clients per year.
 - One of the top 5 reasons marketers take on side projects is pro bono work and to serve nonprofits/the community.
- 5 The main reasons mo pros take on side projects are
 - #1 Make additional income,
 - #2 Learn or apply new skills.
- 6 34% of mo pros report earning over \$100K in annual salary + bonuses.

- 7** Mo pros are the most likely to earn between \$51-100K.
- 8** 65% of companies have a dedicated marketing operations individual or team.
- 9** 32% of mo pros don't have a defined marketing ops team or role.
- 10** 1 in 4 mo pros report being a solo team.
- 11** More than half (60%) of marketing operations teams have 1-10 members.
 - Only 1.6% of marketing ops teams have more than 25 members.
- 12** 71% of mo pros feel understood by their organization.
- 13** Almost 10% of mo pros are new to the field, with less than one year of experience.
- 14** 80% of mo pros feel valued by their organization.
- 15** Mo pros at companies with less than 100 people are the most likely to feel valued by their company.
- 16** Most marketing operations teams primarily report to the Chief Marketing Officer (CMO).
- 17** The primary KPI for the success of marketing ops teams is Pipeline.
- 18** More mo pros use Windows over Mac devices.
- 19** 85% of mo pros use Google Chrome.
- 20** 61% of mo pros are the admin for their marketing software platform.
- 21** The #1 next career move for mo pros is to go into management and build out a team that reports to them.

SECTION ONE

The Marketing Operations Professional "MO Pro"

Who are marketing operations (MO) professionals, "mo pros"?

In the words of a mo pro from the survey – "There is always something new to learn, or a new puzzle to solve. This is a logical, thinking role with a lot of "doing.""

Mo pros are savvy problem solvers with a penchant for helping others and figuring out solutions (like no-code solutions) to complex problems. They seek efficiency, want alignment among teams, and crave training opportunities on new software platforms and tools. More than 20% of operations folks have been in the function for over 10 years and have seen the landscape grow and change into the defined role and department it is now (for some teams/organizations – others have a ways to go.) In the past decade, marketing ops as a function went from not being discussed as its own defined role and not being top of mind to being a main priority for leadership teams.

For newer mo pros, they are benefiting from the establishment of the marketing operations community and have more resources. With the support of communities like MO Pros, products like Operations Hub and data like this very report, they'll be enabled to do their job well and learn faster.



How Organizations Understand Marketing Operations

From the survey: "One thing I've found over and over is that CMOs have experience with the non-tech side of marketing (brand, PR, etc.) and they are aware of the need for [marketing ops] but don't *really* understand the complexities. So when it comes to hiring staff, they don't think of the impact a new campaign creator will have on the limited [marketing ops] staff. Maybe instead, they could hire another mops person who could help elevate the campaigns of the existing demand gen team in digital channels.

What good [are] more campaigns and content if you don't have the expertise to execute and measure ROI of those investments?"

A MARKETING OPS PROFESSIONAL

This quote speaks to a major problem for marketing ops teams: A fundamental, leadership-wide understanding of marketing ops. Without executive buy-in and understanding, resources may be allocated that put the cart before the horse. Industry vets who have worked in marketing ops for some time have figured out ways to prove value and advocate for the alignment they need, but more junior team members may not have that confidence yet.



Key Findings

71% of mo pros feel understood by their organization.

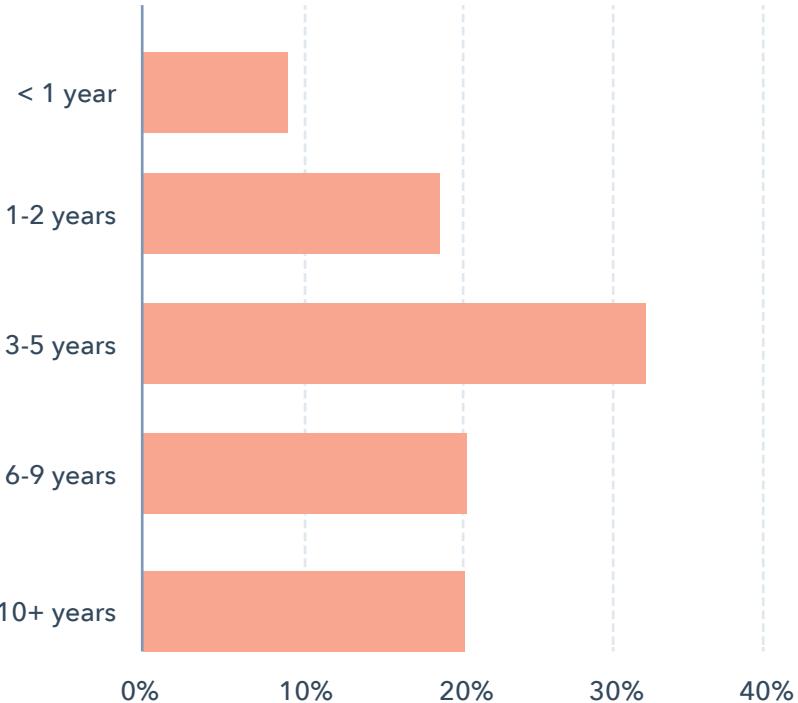
Employees at companies with 10,000+ employees are the least likely to feel understood in their marketing ops role.

Mo pros at companies with 2-10 employees are the most likely to feel understood in the ops role.

Marketers with 1-2 years of experience are the most likely to feel understood by their organization, closely followed by those with 10+ years of experience.

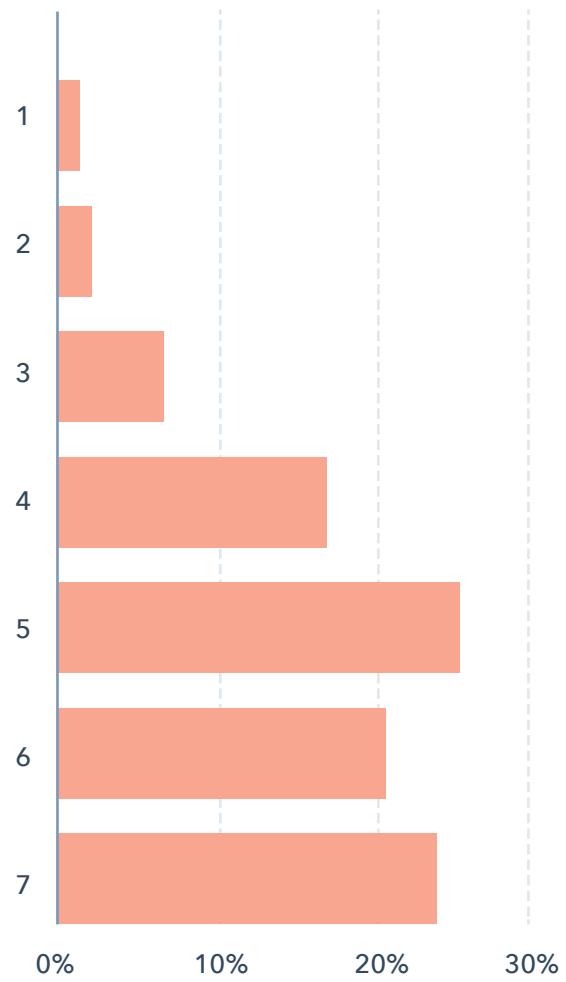
Marketing ops individuals in organizations earning less than \$10M/year are the most likely to feel understood by their company.

How long have you worked in marketing operations role?



71% of mo pros feel understood by their organization.

Do you feel understood by your organization?



1 no not at all **7** yes, very much

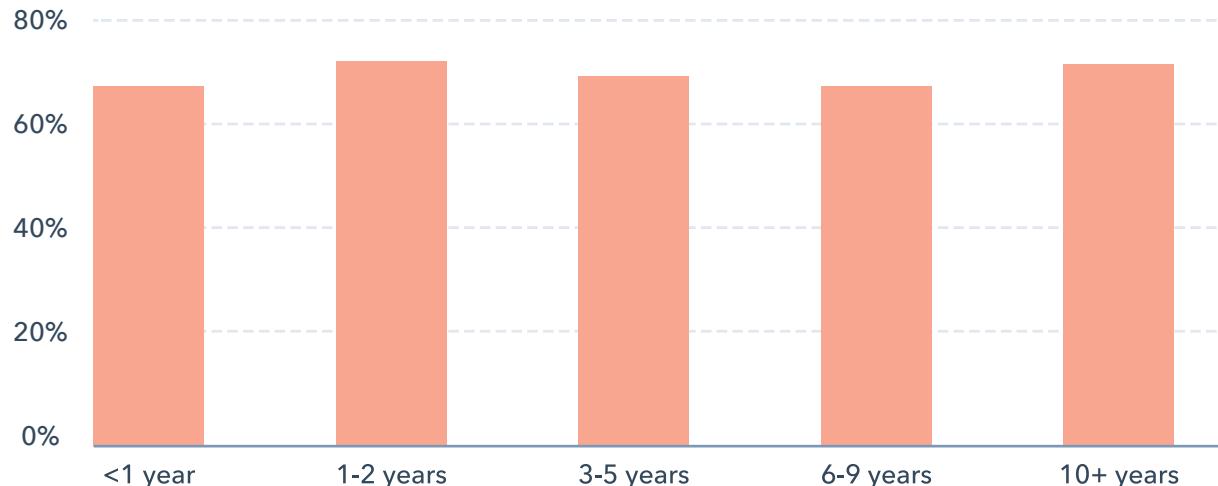
% of Marketing Ops Professionals Who Feel Understood by Their Company

FILTERED BY COMPANY SIZE



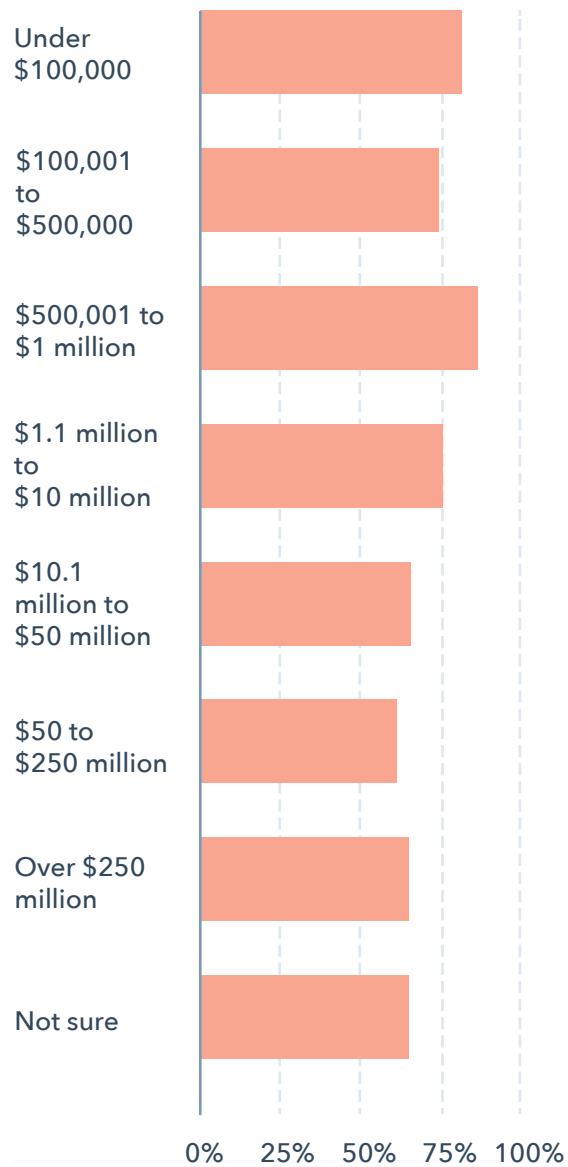
% of Marketing Ops Professionals Who Feel Understood by Their Company

FILTERED BY YEARS OF EXPERIENCE



% of Marketing Ops Professionals Who Feel Understood by Their Company

FILTERED BY ANNUAL COMPANY REVENUE



Do mo pros feel understood by their organization?

Mo pros at smaller organizations are more likely to feel understood by their organization.

Those with the most experience (10+ years) and those with the least experience (<1 year) are the most likely to feel extremely well understood by their organization.

Mo pros at companies with higher annual company revenue are less likely to feel very well understood by their org than those working at companies with lower annual revenue.

Those working at organizations earning less than \$10M/year are the most likely to feel understood by their company.

Mo pros with 1-2 years of experience are the most likely to feel understood by their organization.



Marketing operations continues to evolve and be recognized as an essential component of the marketing team. For those with more experience, who may be in more senior leadership roles, they feel their organization understands them well. At this point, they have learned the best ways to interact within the organization, advocate for much-needed resources, and navigate internal struggles. They have found mentorship and community that's helped them grow.

Individuals in the middle of their marketing ops career are more likely to feel like they aren't understood. These may be specialists, managers, or directors, but if they are being pulled in a million different directions, they won't feel like they are understood by leadership teams for the true function of marketing operations.

"On the whole, marketing ops professionals now feel their role is more understood. This is a major improvement over the last ten years."



MIKE RIZZO
Founder, MO Pros

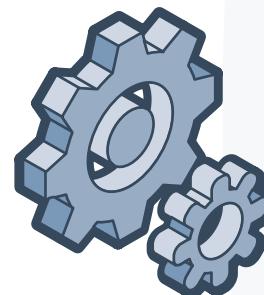


Valuing Marketing Operations

Do mo pros feel valued by their organization?

Across the board, mo pros do feel valued. When we think about why they're feeling valued and how we can make them feel more valued, training, access to the right products, and community can all contribute to improving both company buy-in and internal confidence for ops folks.

Our research found that those with either a lot or very little experience report feeling valued, suggesting newer roles are more valued overall due to being more defined and having more resources and tenured folks have paved their own way (and are earning more). Another trend that keeps cropping up is the idea that larger companies (more annual revenue) tend to value operations less, suggesting that maybe they are getting lost in the shuffle and need more support or headcount.



Key Findings

80% of mo pros feel valued by their organization.

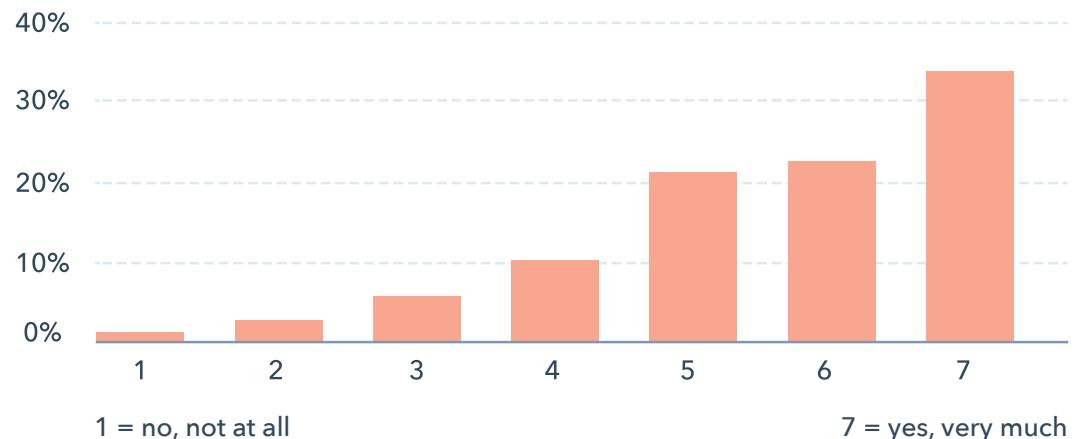
90% of employees at companies earning less than \$100K per year feel valued by their company versus 71% at orgs earning more than \$250M per year.

MO professionals with up to 2 years of experience are the most likely to feel valued by their company.

MO team members in organizations with 10K+ employees are the least likely to feel valued by their company.

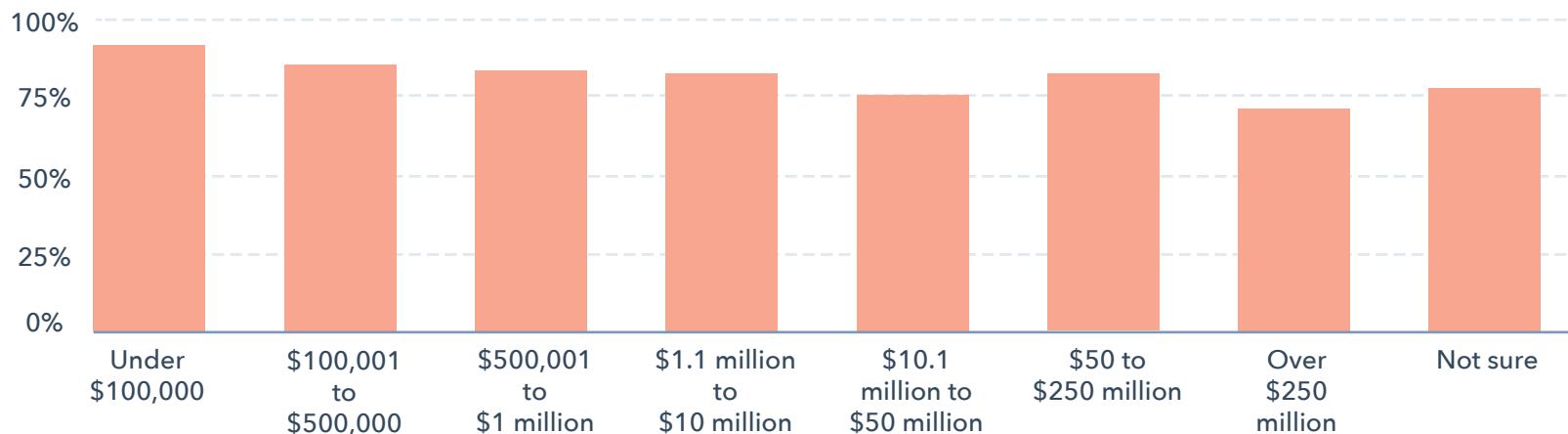
MO professionals at companies with less than 100 people are the most likely to feel valued by their company.

Do you feel valued by your organization?



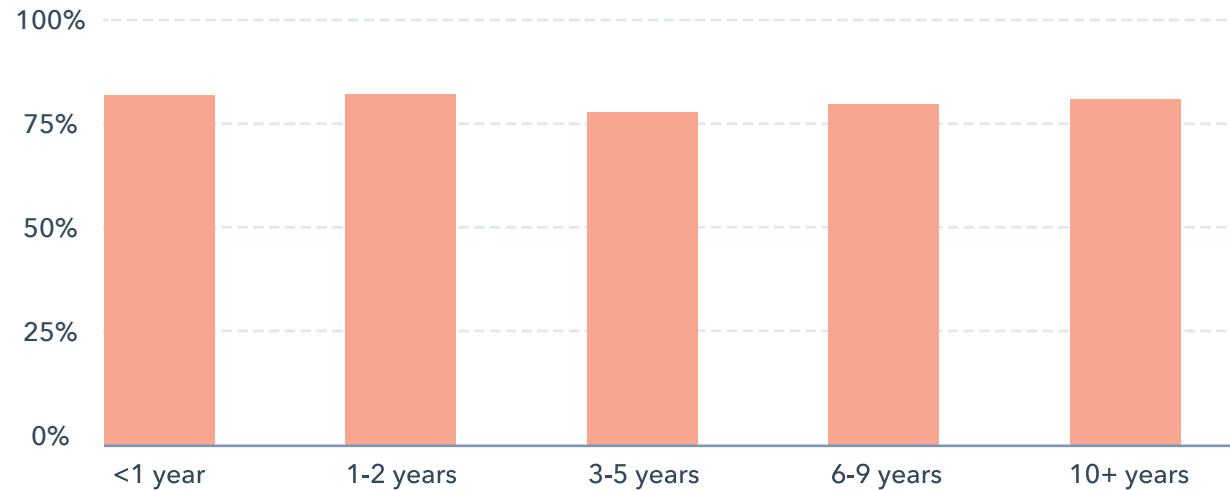
% of Marketing Ops Professionals Who Feel Valued by Their Company

FILTERED BY ANNUAL COMPANY REVENUE



% of Marketing Ops Professionals Who Feel Valued by Their Company

FILTERED BY YEARS OF MARKETING OPS EXPERIENCE



% of Marketing Ops Professionals Who Feel Valued by Their Company

FILTERED BY COMPANY SIZE



Marketing Operations Feelings on Compensation and Salary

38%

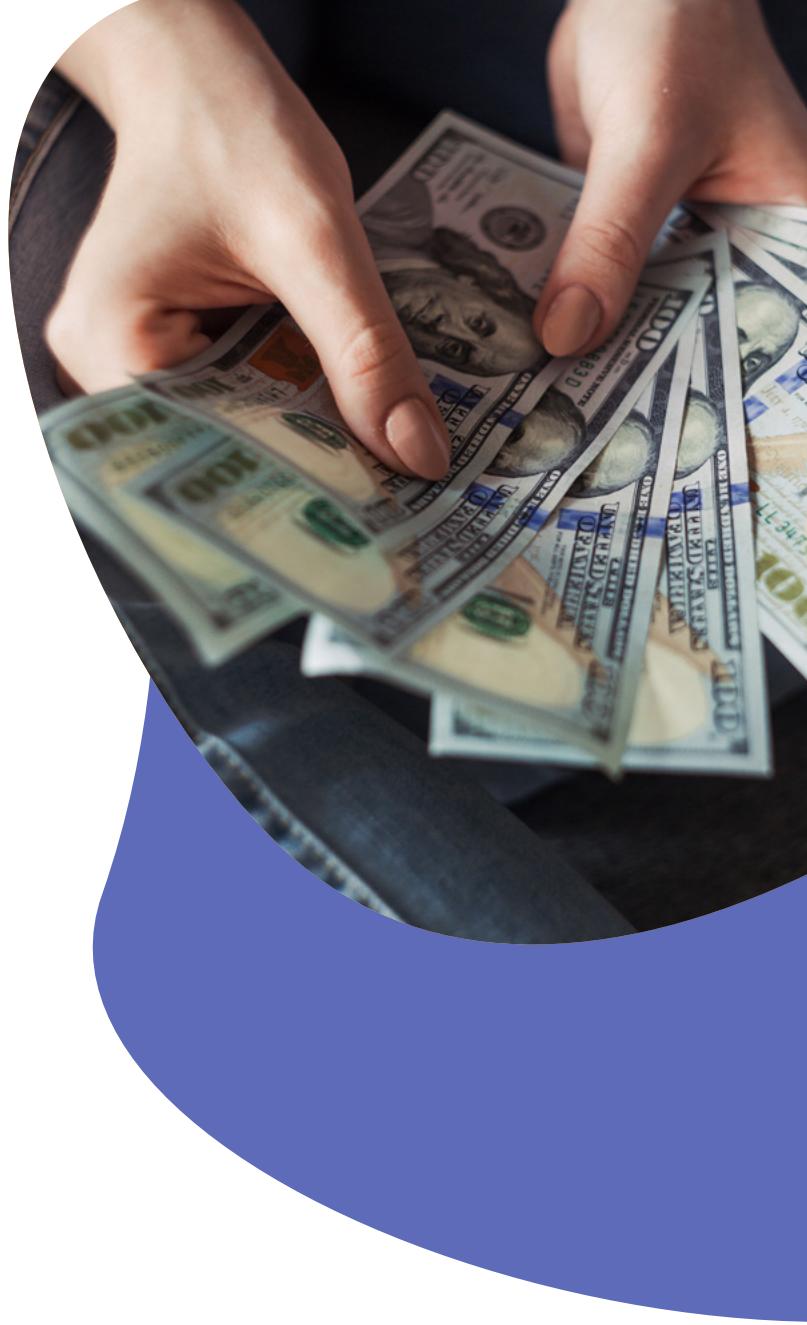
of mo pros don't feel they're fairly compensated for their level of experience.

This goes along with feeling valued, having a defined scope of work (and sticking to it), and organizations putting the work into truly understanding the role of marketing operations and its impact on the company.

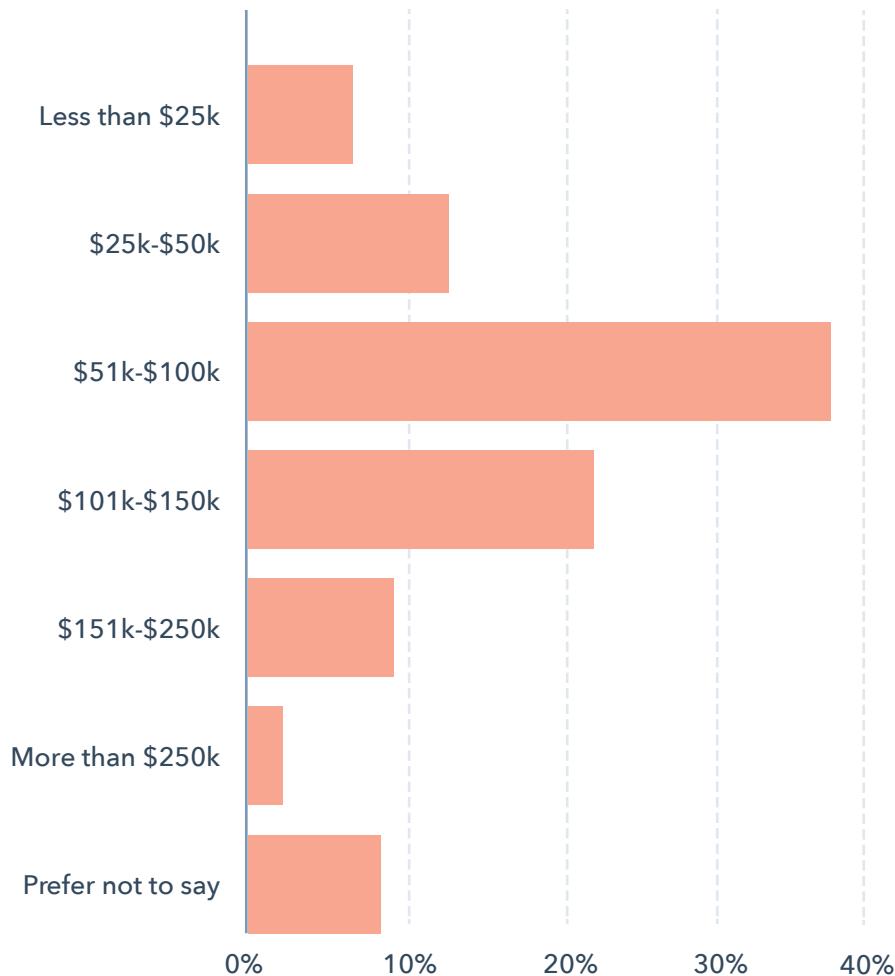
Operations individuals and teams have the power to:

- Break down silos and work with cross-functional teams to achieve growth and revenue
- Streamline operations to reduce manual tasks and inefficiencies that cost companies money
- Prove ROI and implement data capture strategies to provide improved business insights and modeling
- Improve overall customer experience

When given the opportunity and resources along with sufficient compensation, mo pros can exponentially affect growth outcomes across the business. Later, we'll talk about what marketing ops team members currently spend their time doing and what their goals are – key things to consider when improving operation's operations. (Not a typo – just very meta. 😊)



What is your approximate level of compensation, including salary and bonus?



Key Findings

Mo pros are the most likely to earn between \$51-100K.

34% of mo pros report earning over \$100K in salary + bonus.

Ops professionals with more than 10 years of experience are the most likely to earn over \$250K. Those with 6 - 9 years of experience are the most likely to earn \$151-250K.

62% of mo pros feel fairly compensated for their level of experience.

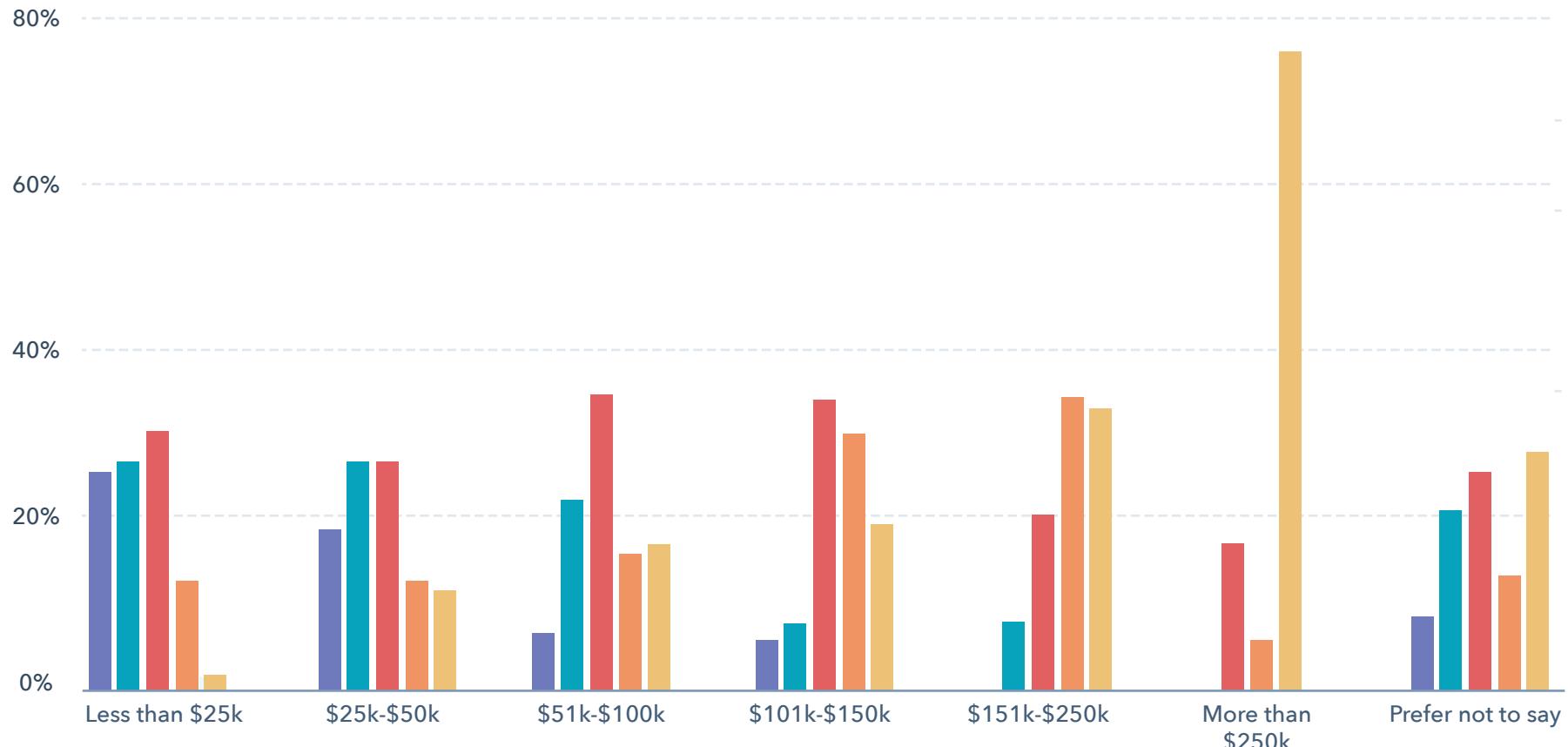
- Those with 6-9 years of experience are the most likely to feel fairly compensated, with those who have less than one year of experience in a close second.

Executives are the most likely to feel fairly compensated when compared against vice presidents, directors, managers, specialists, and coordinators. Coordinators are the least likely to feel they are fairly compensated for their experience.

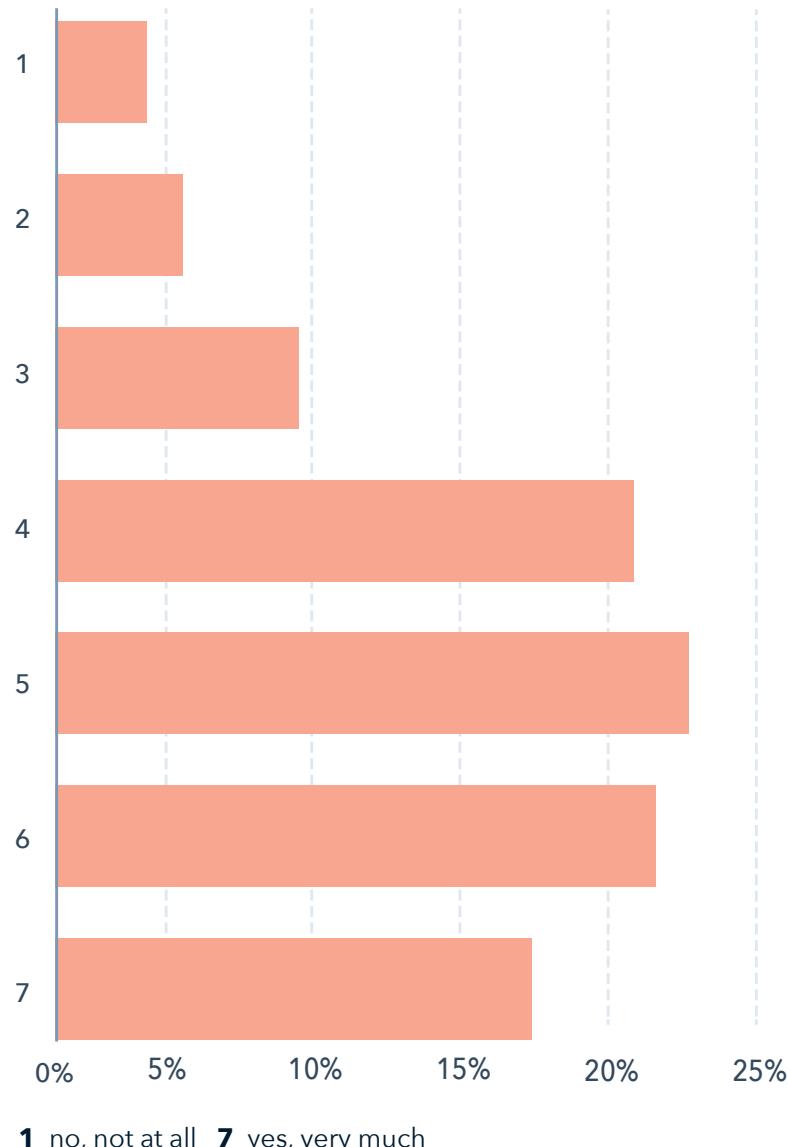
What is your approximate level of compensation?

BROKEN DOWN BY YEARS OF EXPERIENCE

█ <1 year █ 1-2 years █ 3-5 years █ 6-9 years █ 10+ years

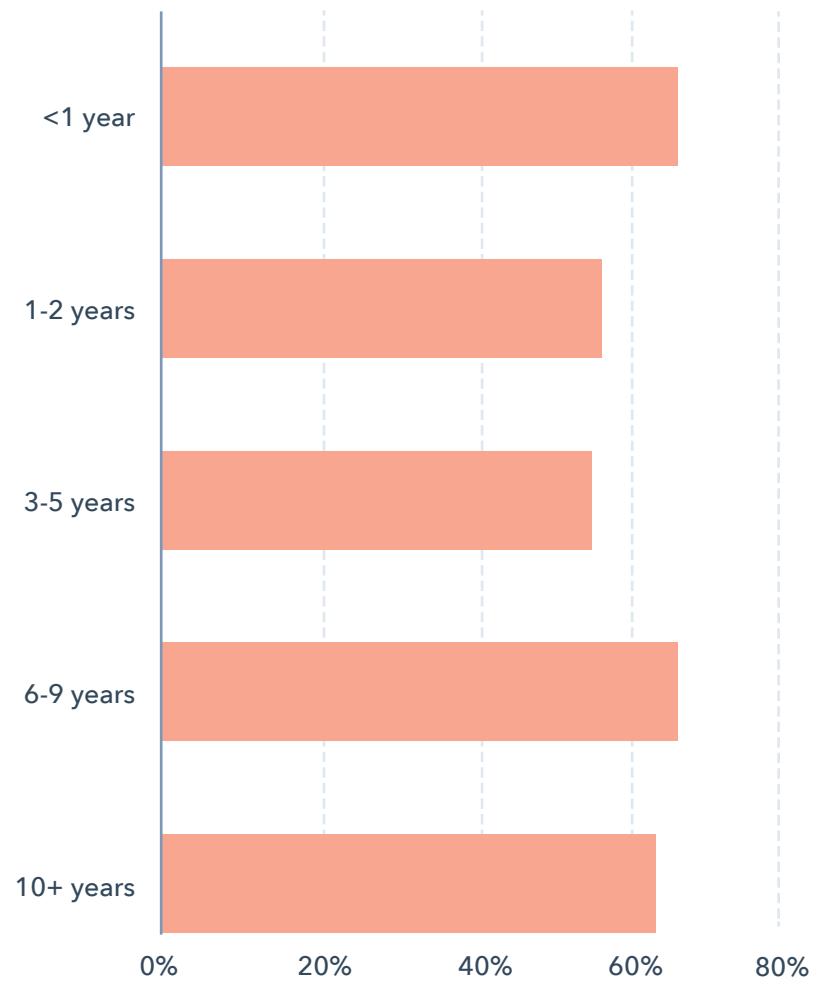


Do you feel fairly compensated for your level of experience?



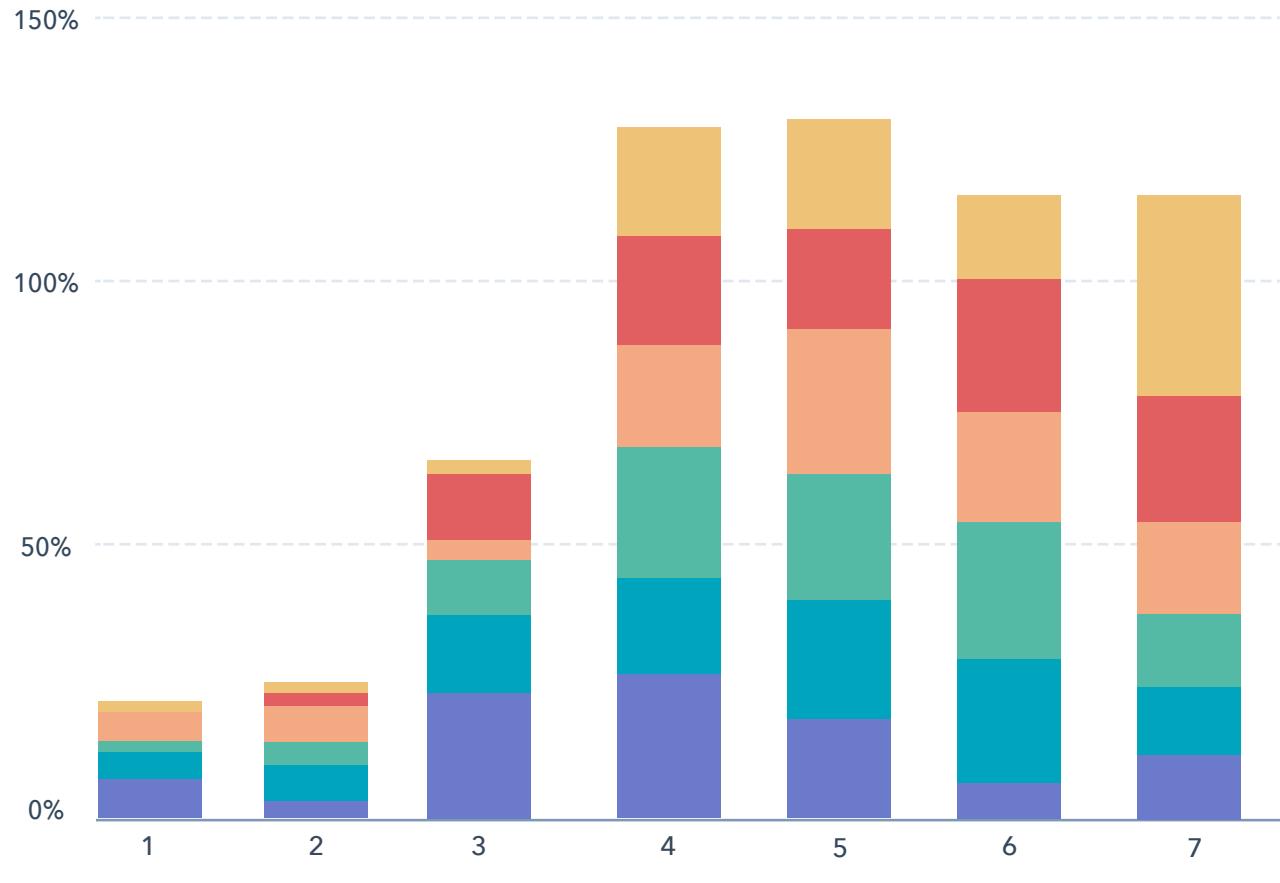
% of Marketing Ops Professionals Who Feel Fairly Compensated for Their Level of Experience

FILTERED BY YEARS OF EXPERIENCE



Do you feel fairly compensated for your level of experience?

FILTERED BY LEVEL OF EXPERIENCE



1 no, not at all **7** yes, very much

Executive Vice President Director Manager Specialist/Associate Coordinator

% of Marketing Ops Professionals Who Feel Fairly Compensated for Their Level of Experience

FILTERED BY LEVEL OF EXPERIENCE



Marketing Ops Lends a Helping Hand, But Beware of Burnout

Why do mo pros take on side projects?

- 1 Make additional income
- 2 Learn or apply new skills
- 3 Learn new software tools
- 4 Nonprofit/pro bono work/help the community
- 5 To help others/be a team player

Shout out to the marketing ops teammate who you know you can call when your list breaks. Or when you can't get a spreadsheet quite right. Or when you needed a report yesterday and have been hitting roadblocks left and right.

And shout out to the marketing ops individual answering emails from their sister's nonprofit and setting up complex software on their own free time.

Mo pros are helpers, and a do-good-y bunch. They enjoy solving problems and have a hard time saying no to seemingly "simple" or "quick" asks from friends, family members, or coworkers that turn into hours and hours of work.

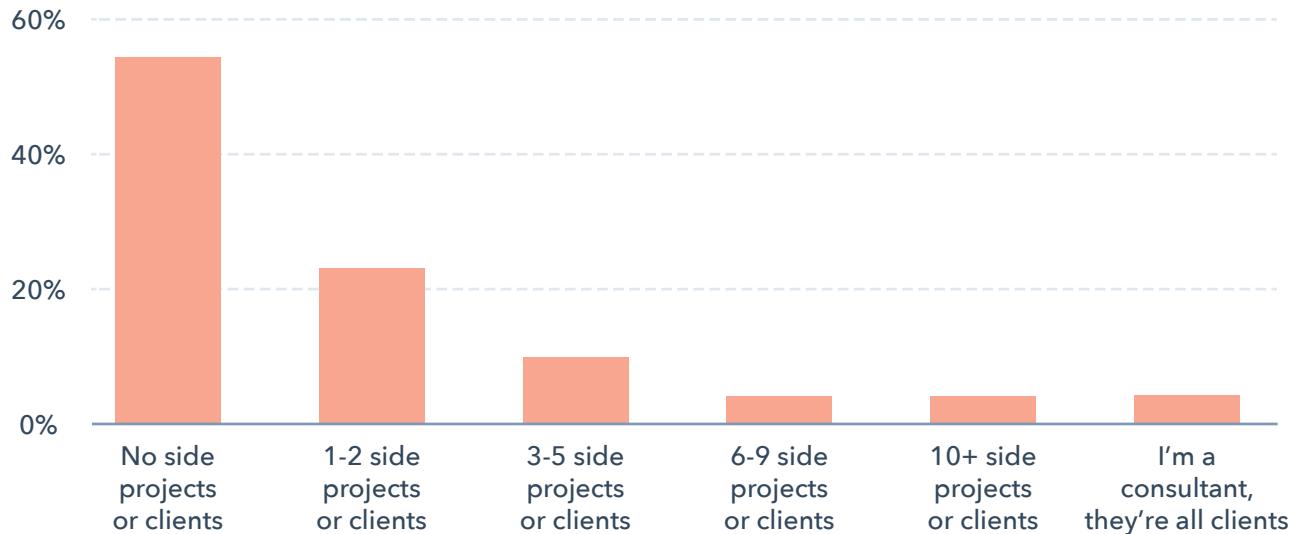
A word of advice:

Be conscious of your time and set boundaries. Make sure to value your own expertise, and advocate for compensation for your time. While helping out is great, if you are always helping others, you'll get burned out and lose focus on your day-to-day priorities, taking away time you could spend recharging.

For business leaders and managers:

Empower your ops employees to take on a pro bono project as part of their salaried time. Educate team leaders or department leads on what the ops team does, and even more importantly, on what they don't do. Particularly for more junior team members, they may need help saying no to leaders from other departments.

How many Marketing Operations side projects or clients do you take on per year?



Key Findings

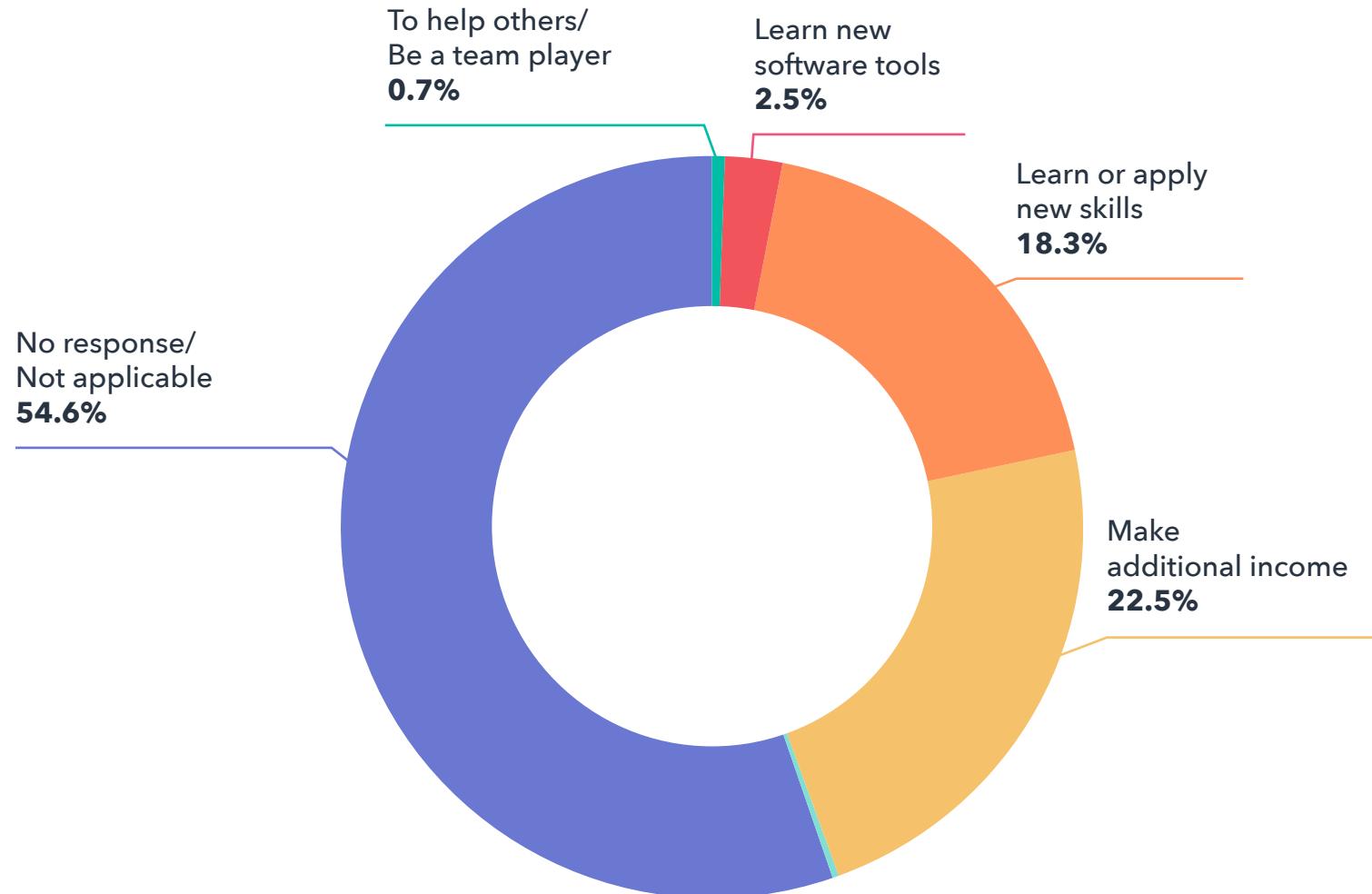
4% of mo pros take on 10+ side projects or clients per year.

Almost 1 in 4 mo pros (23%) takes on 1-2 side projects per year.

The main reason mo pros take on side projects is to make additional income.

The #4 reason mo pros take on side projects is for pro bono work or to help the community.

What is the primary reason you take on side projects or clients?



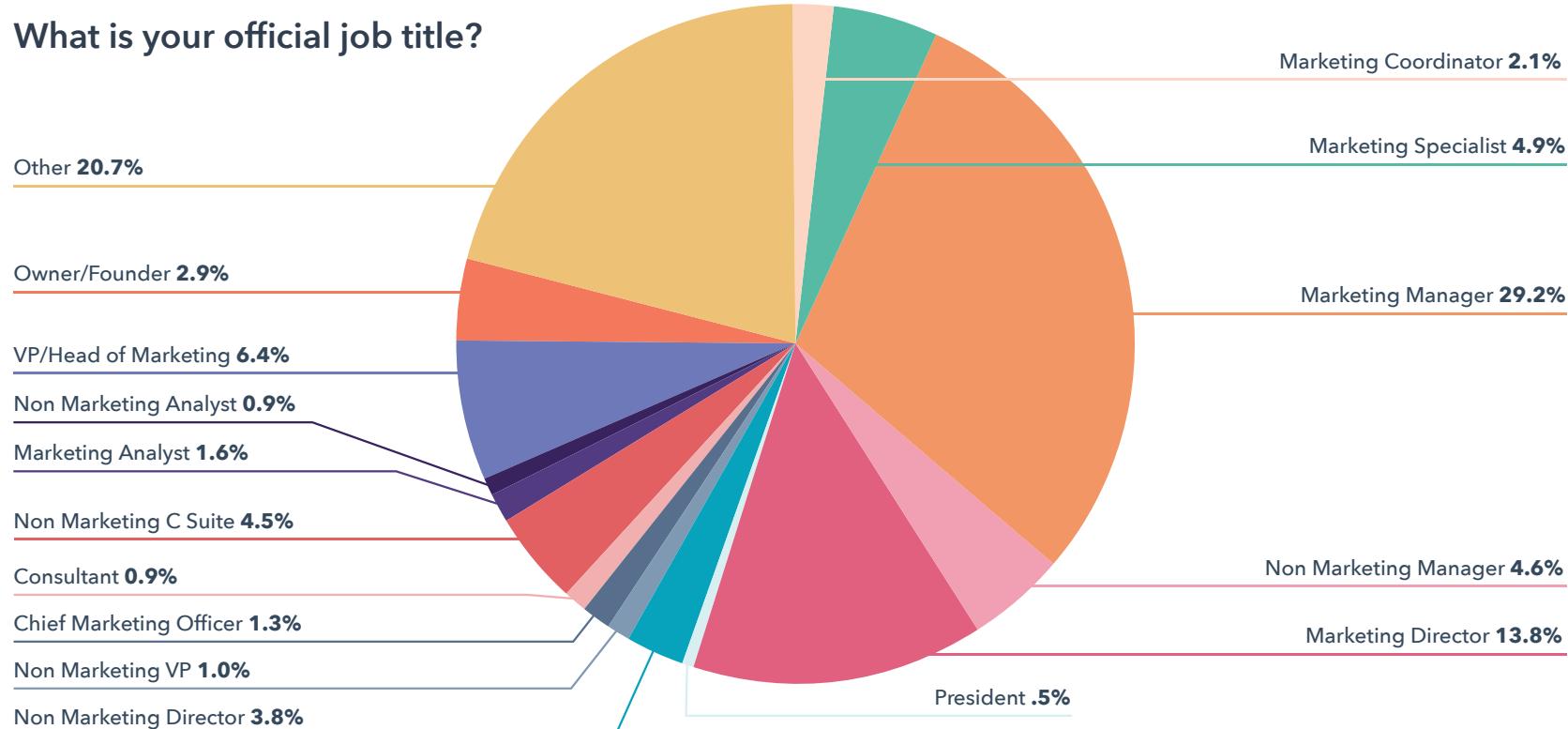
SECTION TWO

The Marketing Operations Department

The marketing operations department is ever-evolving. In this section, we'll explore how many people are on marketing operations teams, whether they have a dedicated marketing ops team or not, and what the org structure looks like for these companies.

Marketing Operations Titles

When we asked survey respondents to share their official job title, here's what we found.



Since there were so many specific titles, check out this old school word cloud to see the most prominent terms used throughout the titles. It's interesting to note, many ops professionals are senior-level leaders, executives, directors, or managers. Many are analysts whether on the marketing, business, or consulting side. Sales was a major category throughout, as well as revenue and demand. Customer success played a part, too – this, along with sales and revenue show that marketing ops individuals are on many different types of teams. More and more, ops is being taken from smaller specialty teams and becoming its own dedicated team, which can help to better define goals and expectations.



Titles of Mo pros

Marketing Operations Manager
Marketing Operations Specialist
Marketing Operations Coordinator
Marketing Operations Executive
Marketing Operations Lead
Director of Marketing Operations
Demand Generation Manager
Marketing Automation Manager
Digital Marketing Manager
Digital Marketing Specialist
Growth Marketer
Growth Marketing Manager
VP of Marketing
CMO
COO
CRO
Marketing Operations Analyst

Marketing Operations Consultant
Business Analyst
Head of Sales
Head of Sales + Marketing
Marketing Communications Specialist
Director of Operations and Data
Director of Marketing Technology + Operations
Business Development Associate
Owner/Founder
President
Global Marketing Automation Manager
Head of Revenue Operations
Revenue Operations Specialist
Revenue Operations Coordinator
Revenue Operations Manager

★ Our Favorite Titles

People and Operations Ninja

Boss

Firestarter



Marketing Operations + Org Structure

28%

of mo pros report
to the CMO.

With most ops professionals reporting to the CMO, it's not surprising that this position mainly lives on the marketing team. It is marketing ops, after all. But in today's hyper-connected tech landscape, ops isn't just for marketing anymore. 15% of ops folks report to the CEO, and another 6% to the Chief Operating Officer.

When companies are truly using operations right, the team or title is less important than the communication between teams.



Key Findings

65% of companies report having a dedicated Marketing Operations individual or team.

Companies with 2-100 employees are the most likely to not have a dedicated marketing ops team.

- Similarly, companies with an annual revenue of \$1.1M-\$10M are the most likely to not have a dedicated team/individual.

Most marketing ops teams have 2-10 members.

More than a quarter of ops teams are individuals.

Most marketing operations teams report to the Chief Marketing Officer (CMO).

The top responsibilities of marketing ops individuals are:

- Designing, implementing, and optimizing operational policies and procedures that support the company's overall strategy and goals
- Data analysis/synthesis/reporting
- Developing and implementing software or system integrations/systems management

Primary Key Performance Indicators (KPIs) for success of marketing operations teams include:

#1
Pipeline

#2
Velocity tracking
between lifecycle stages

#3
Email performance

Does your company have a dedicated Marketing Operations person/team?

Yes



No

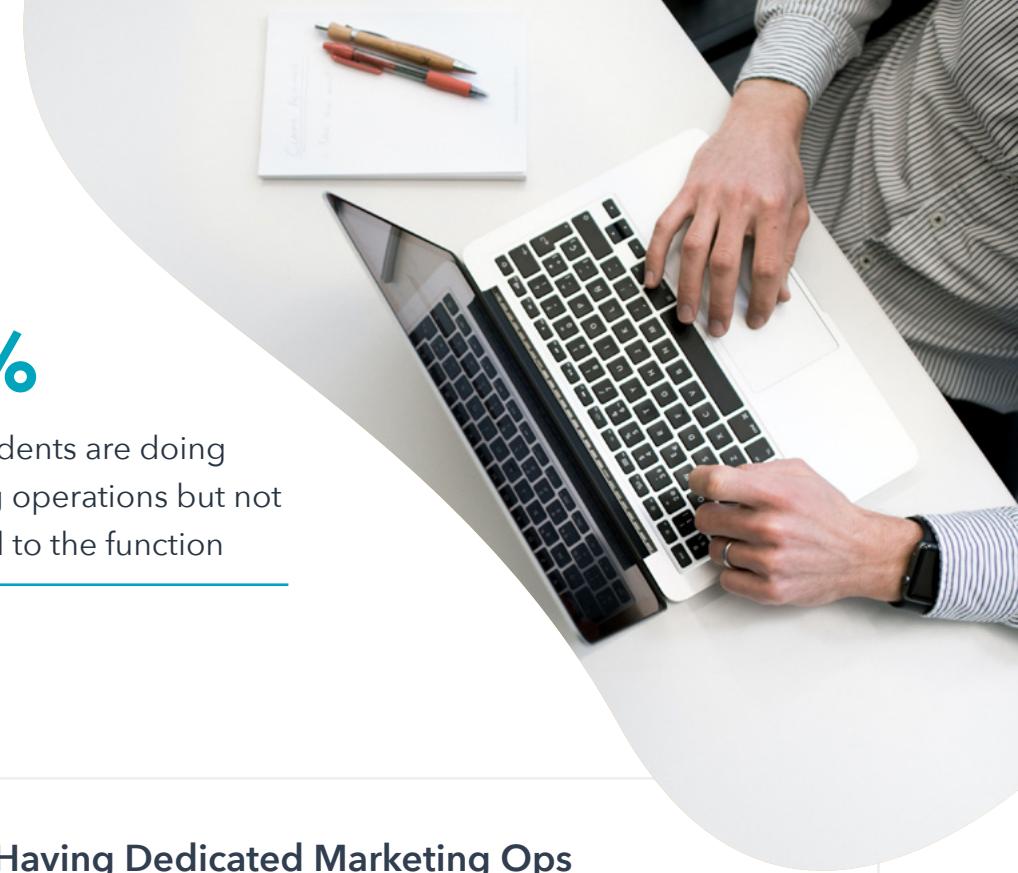


Not sure

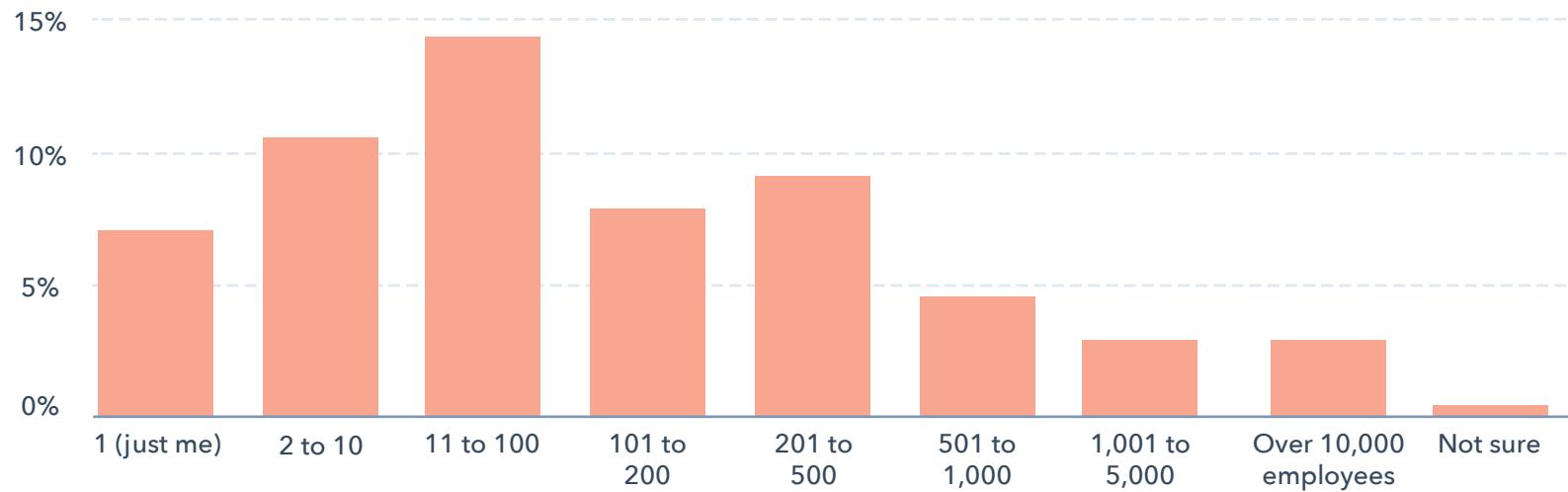


32%

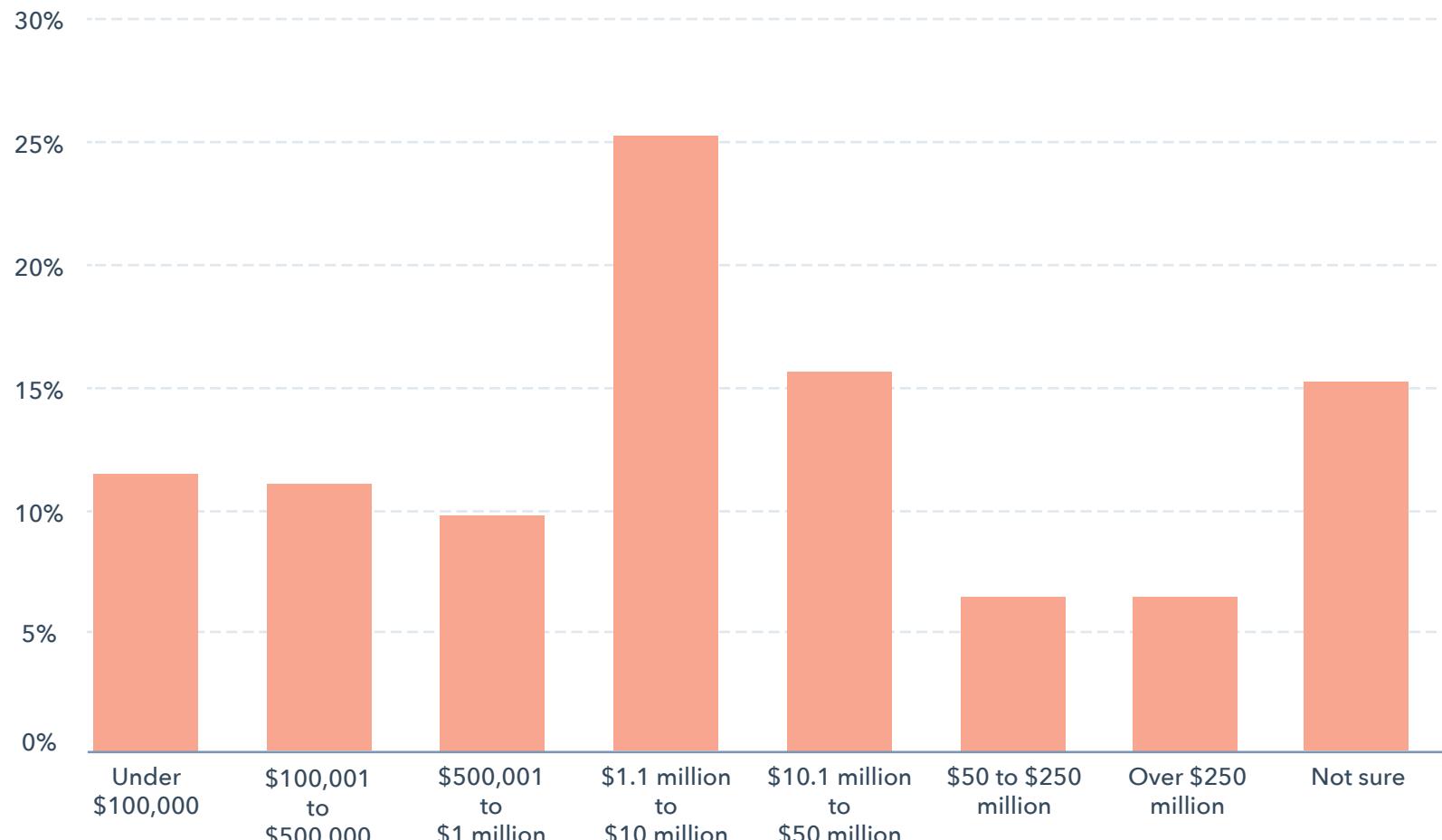
of respondents are doing marketing operations but not dedicated to the function



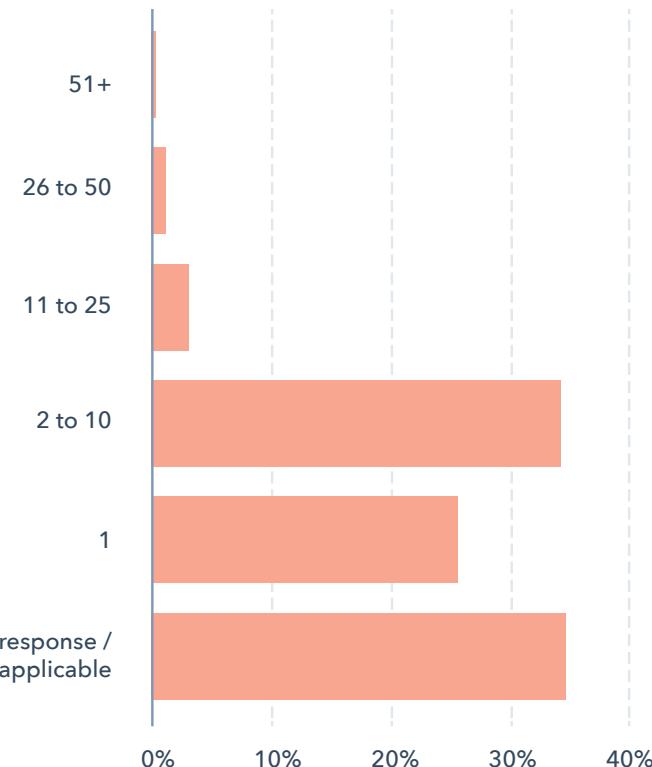
Company Size of Companies Who Replied "No" To Having Dedicated Marketing Ops



Annual Company Revenue of Companies Who Replied "No" To Having Dedicated Marketing Ops

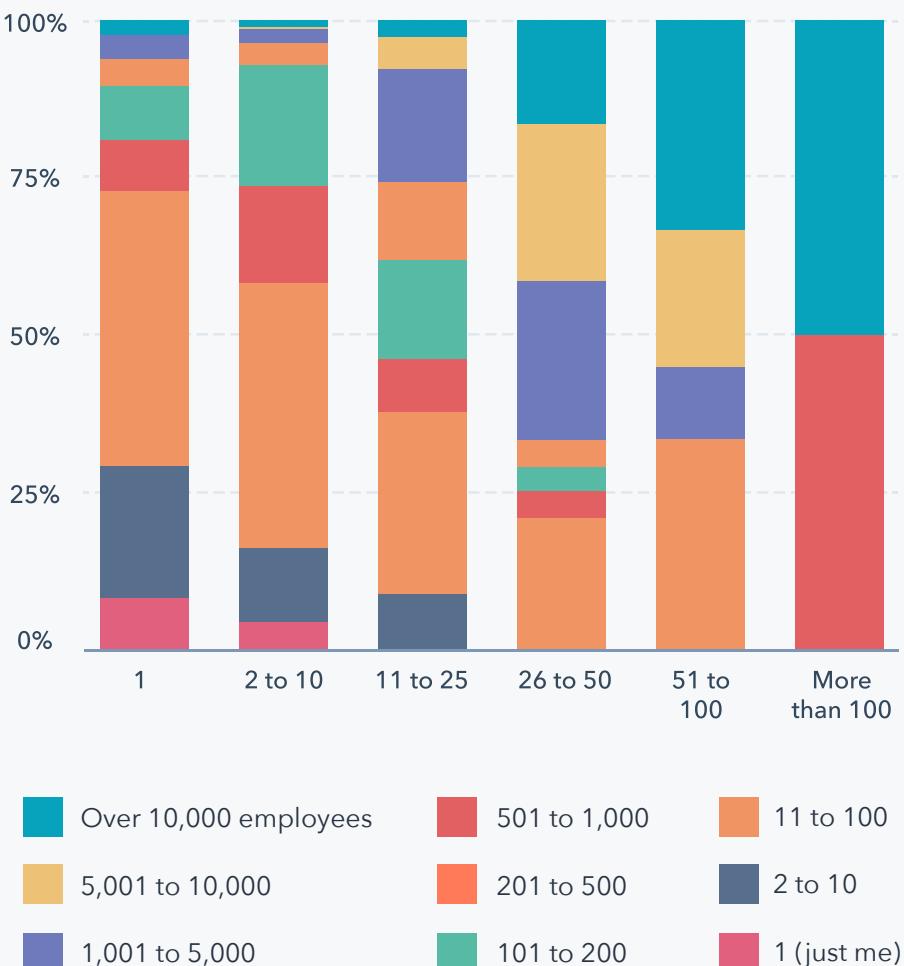


How many people are on your company's Marketing Operations team?

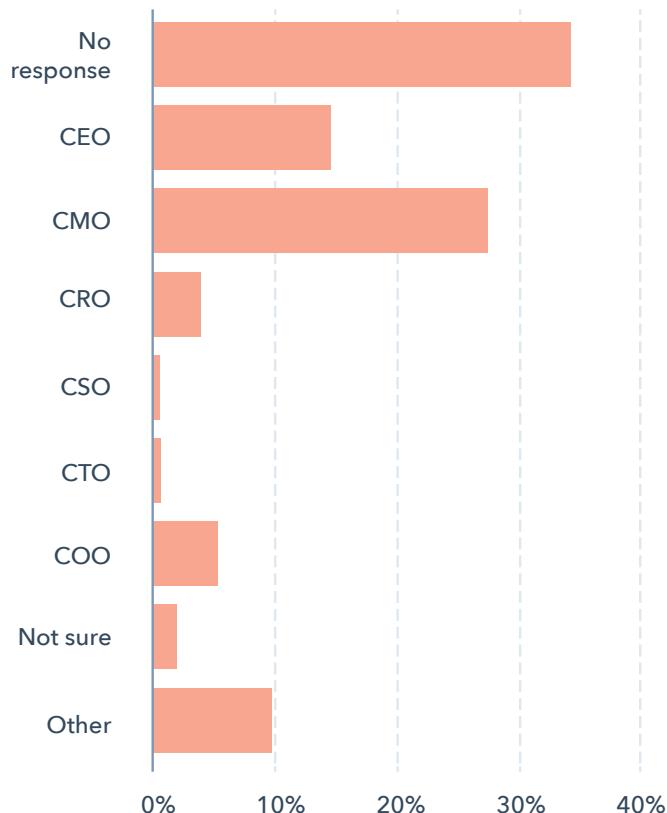


How many people are on your company's Marketing Operations team?

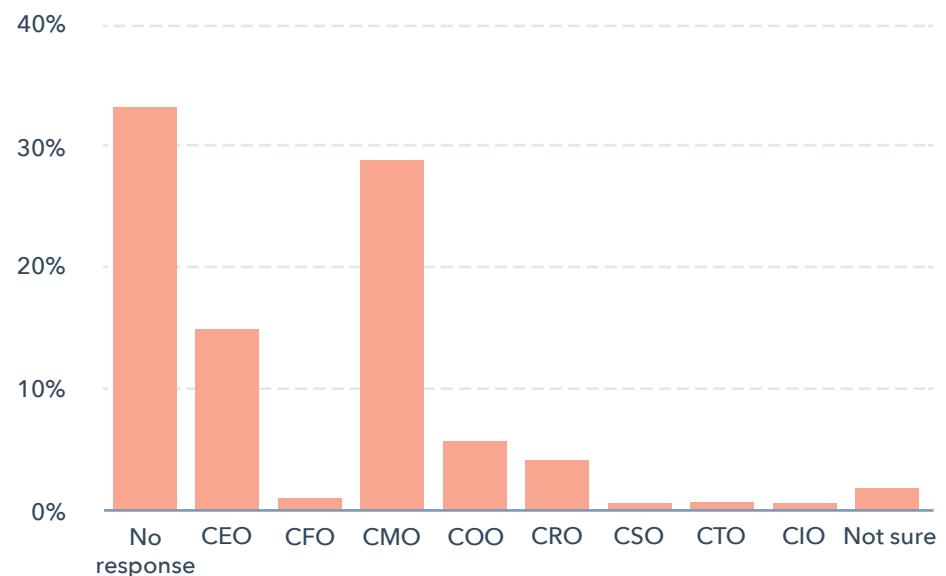
FILTERED BY COMPANY SIZE



Who does the Marketing Operations team ultimately report to?



Who does the Marketing Operations team ultimately report to? EXCLUDING SOLE PROPRIETORS



Some specific titles that MO Pros reports to include:

Director of Revenue Marketing	Growth Marketing Director
Director of Demand Gen	Director of Digital Marketing
VP of Marketing	CEO
Sales Director	Chief Revenue Officer
CMO	CCO

Primary Job Responsibilities for Marketing Operations in 2021

Designing, implementing, and optimizing operational policies and procedures that support the company's overall strategy and goals



71.86%

Data analysis/synthesis/reporting

66.97%

Developing and implementing software or system integrations/ systems management

64.99%

Evaluation of and needs-identification for tech stack

63.67%

Sales process optimization

55.61%

Sales/marketing SLA definition

54.03%

Conducting and analyzing market and competitive research

42.14%

Evaluation and purchase of IT hardware

16.51%

Territory management and/or quota setting

11.76%

Evaluation and selection of shipping/logistics providers

8.32%

Supply chain management

5.02%

Primary Job Responsibilities for Mo Pros in 2021

1 Designing, implementing, and optimizing operational policies and procedures that support the company's overall strategy and goals

2 Data analysis/synthesis/reporting

3 Developing and implementing software or system integrations/ systems management

4 Evaluation of and needs-identification for tech stack

5 Sales process optimization

6 Sales/marketing SLA definition

7 Conducting and analyzing market and competitive research

8 Evaluation and purchase of IT hardware

9 Territory management and/or quota setting

10 Evaluation and selection of shipping/ logistics providers

11 Supply chain management

Primary KPIs for Success of Marketing Operations Teams

Pipeline (Influence Sourced, and Last Touch to Oppy)



We don't have a primary KPI



Velocity Tracking between lifecycle stages (MQL > SAL and SAL > SQL)



Email Performance (Open Rate, CTR, etc...)



Website Uptime / Performance



Integrations & Systems Errors



Other



Not sure

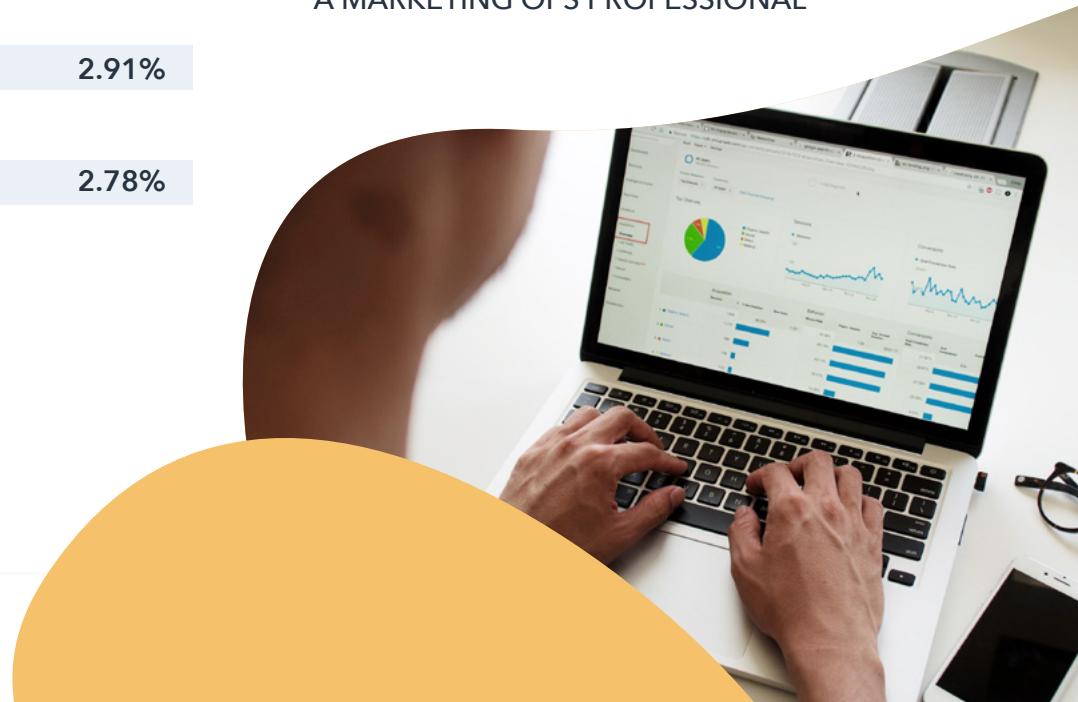


17%

of marketing operations teams
don't have a primary KPI.

"A lot of companies think
of marketing operations/
automation as "just" email. As
we all know, it's much more
than that, but how do we relay
that to our leadership teams?"

A MARKETING OPS PROFESSIONAL



Every marketing ops individual and team looks different. Some teams may be responsible for the pipeline, helping to define and quantify qualified contacts and route them accordingly. Many ops teams take on platforms and are more tech-centric and others are more policy/process driven. Our research showed that the top job responsibility for ops professionals in 2021 is designing and implementing operational policies, suggesting that the role has evolved into supporting other teams and workflows rather than having to do all the nitty gritty data for each individual team.

As far as KPIs go – everyone wants to know what mo pros are being measured on! Turns out pipeline management is a huge part of marketing and revenue operations, followed by... no primary KPI. Which makes sense. Marketing ops teams are pulled in so many different directions, and KPIs are siloed among departments, so it can be hard to define just one goal.

"Create shared, cross-team or cross-department goals for your marketing operations team this year. Doing so will help break down those barriers that ops teams face and motivate each team to collaborate. Breaking down silos is the only way for marketing ops to succeed."



MAGGIE BUTLER
Builder Marketing Team Manager



What is the biggest thing your company could do to better support mo pros?

When we asked what mo pros want from their company, the vast majority want teammates. Later, we'll explore the next career moves and many marketing ops individuals want to build out a team and move into management, so they are ready to take on this challenge. This was closely followed by wanting leadership to better understand the marketing operations role, which tells us that once leadership chooses to invest in marketing operations, they will have willing managers ready to train and develop strategic operations teams. Makes sense that budget is #3 – with great data comes great software which is a line item leadership teams need to be involved with.

See how it all comes back to understanding marketing ops? Then value, job satisfaction, and autonomy follow.

.

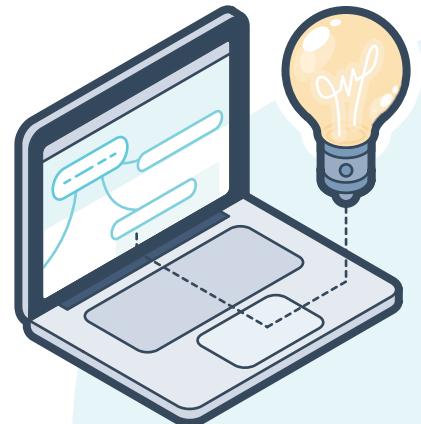
The #1 Thing Companies Can Do To Support Marketing Ops (From Marketing Ops Professionals)

- 1 Hiring/Headcount
- 2 Understand what they do
- 3 Budget
- 4 Training
- 5 Resources
- 6 Organization/Be more organized
- 7 Alignment Between Teams
- 8 Being valued more
- 9 Increase in salary
- 10 Having a dedicated role/team
- 11 Automation



More ways companies can better support marketing ops:

- "A greater understanding of current marketing trends like Inbound marketing'
- "Acknowledge that it is central to overall business strategy and not just window dressing. Take it seriously. Not treat it as marketing support and subordinate to core business."
- "Actually provide the financial and human resources needed to do that job."
- "Actually value our input and expertise"
- "Adopt org-wide Project management methodology and Objective Key Results framework for strategic planning and analysis."
- "Align marketing and sales data to report roi"
- "Align Marketing Operations scope to Org and other Marketing functions goals."
- "Allow me to focus on marketing ops and not be bogged down by other tasks/projects."
- "Allow more time for Marketing activities. More and regular sales/marketing meetings"
- "Be more involved in the process"
- "Be more explicit about responsibilities shared between data science / analytics / data engineering / sales operations"
- "Become truly data-driven. We talk about it, but most marketing team members only look at minimal performance data—email opens and clicks, page views, bounce rates. Having a deeper understanding of the data that's available would help our marketing "customers" better understand what they can and should ask for, and how they can adjust their programs and campaigns to achieve their goals."



- “More trust, more resources”
 - “More conversations with both fellow consultants and organizational leaders around the client-consultant relationship (best practices for success, how to hire consultants, roles, etc.)”
 - “Listen to us.”
 - “Stop being old school and stuck in the past.”
 - “Take calculated risks by embracing new, demonstrably effective ideas; listen to its clients and employees, especially women, more; recognize that platforms, tools, resources...all of the data and analytics that they produce are drastically more powerful when used to empathize with and understand the “why” behind their clients/audiences'...behavioral patterns/responses.”
 - “Take on more projects that utilize our technical skills ex. backend integration implementation”
 - “Take tasks off them that are not marketing related”
 - “The biggest thing - allow someone else to deal with all the vendors/contractors/agencies I communicate with on a daily basis.”
 - “Understand it LOL”



Resources, training, process, team, tools, value, + goals are standing out to us. What did you see first?

SECTION THREE

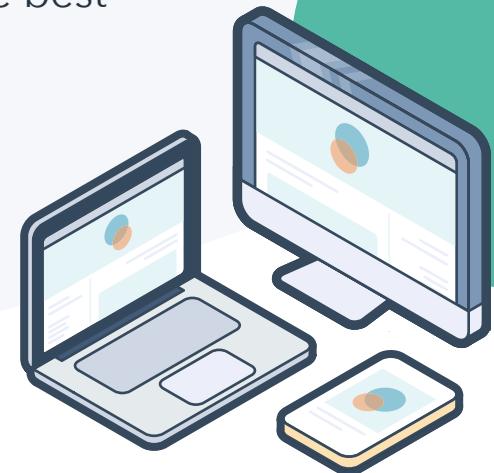
Marketing Operations Tools + Technology

Mo pros often inherit systems and processes they have to first navigate, learn, and thoroughly understand. Then, it's a journey to optimizing, replacing, fixing, and integrating to create a stack that works for them and the organization.

With so many products and tools on the market that can help to bridge the gap between departments and provide a more comprehensive, holistic view of the organization, it's no surprise that 25% of companies are using a marketing automation platform that they've had for less than a year. HubSpot, Marketo, and Pardot are leading the pack for software choice, and 87% of professionals say they're at least somewhat happy with what they're using. With new software – ensure teams have access to the training and support they need to get up to speed.

"Allow your Marketing Ops people to explore the market - give them time in their day to attend training on different systems & new products. Even if it's not something the company will ever purchase, it gives them the power to know the decisions they make are the best for the company based on product availability."

A MARKETING OPS PROFESSIONAL



In this section, we'll take a look at the current state of marketing automation tools and look at what devices and browsers are the preferred choice of ops professionals. (Dying to settle the [Mac vs PC debate](#)? Don't hold your breath...it's almost a perfect 50/50 split, but Windows pulled ahead. Sorry, Justin Long.)



Key Findings

More mo pros use Windows over Mac devices.

Chrome is the overwhelming favorite browser with 85% of ops professionals using it.

HubSpot, Marketo, and Pardot are the top primary software platforms used by mo pros.

Most marketing ops individuals (61%) are the administrator of their marketing software platform.

87% of mo pros are at least somewhat satisfied with their primary marketing automation platform.

- **47% are very satisfied.**
- **4% are dissatisfied.**

Because this survey went out to a good amount of HubSpot users, we're glad to hear that mo pros are happy with the platform. And always open to feedback on how we can make it better!

One in four companies is using a platform they've adopted in the past year.

14% of organizations have been using their primary marketing automation platform for over 6 years.

Device Type of Mo pros

Mobile



15.8%

Linux



0.5%

Mac



41.0%

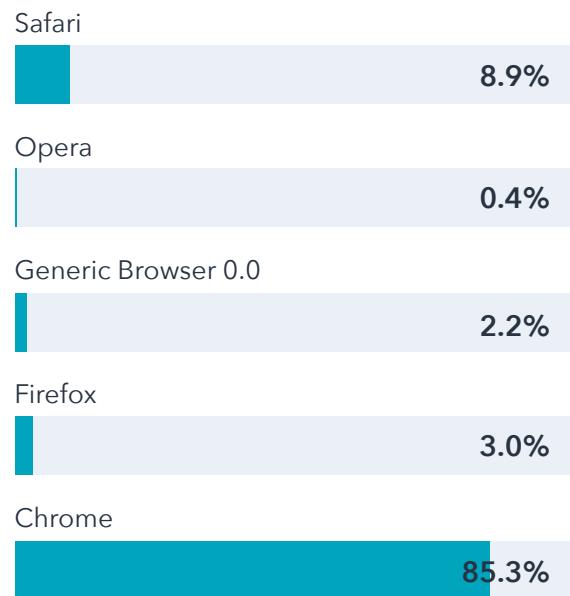
Windows



42.4%



Browser of Marketing Ops Professionals

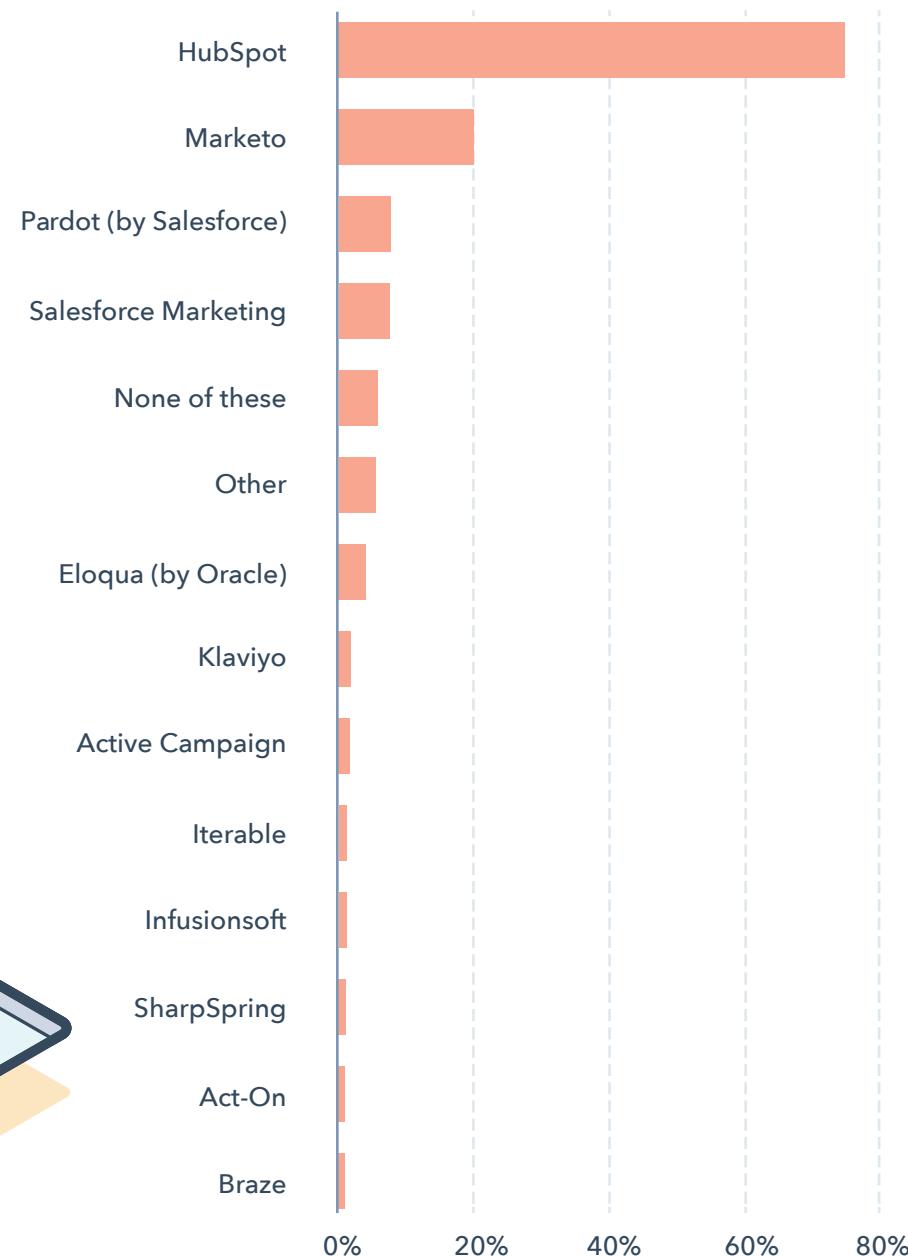


FUN FACT

More mo pros are using Opera than Internet Explorer (Microsoft Edge).



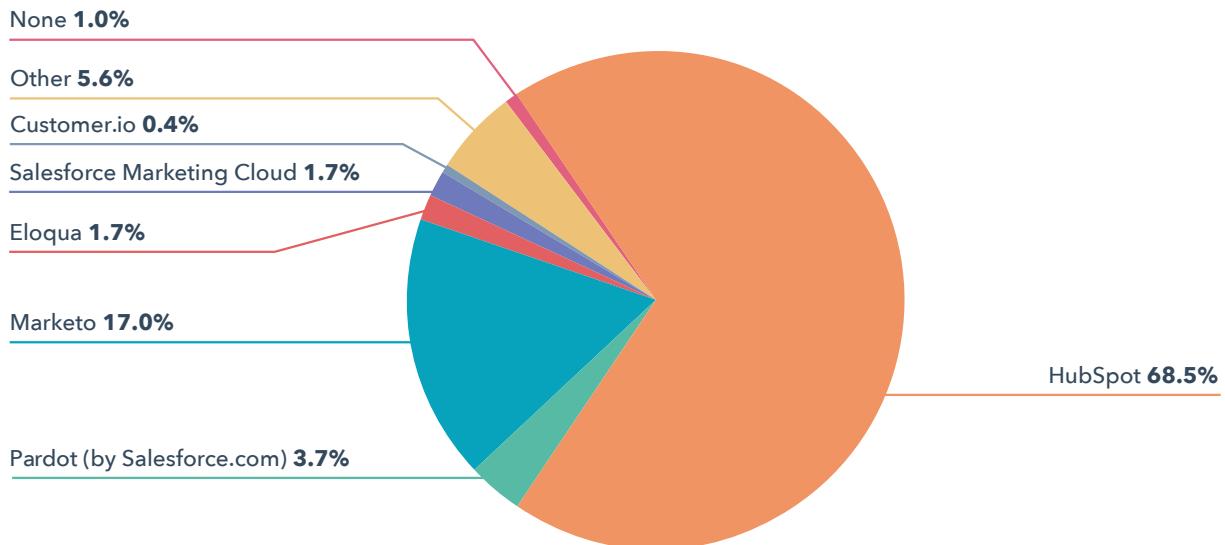
Which of the following Marketing software do you use?



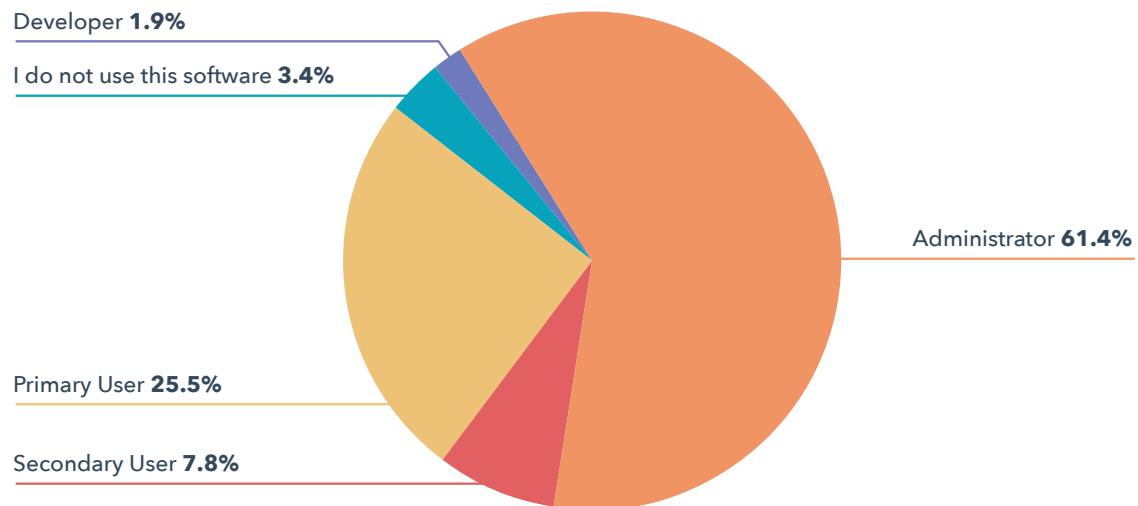
"Other" marketing software:

- MailChimp
- MS Dynamics Automation
- RD Station
- Custom code, scripts, automation
- Excel
- Customer.io
- Creator Studio
- ClickDimensions
- Constant Contact
- Zoho
- Responsys Interactive
- Autopilot
- Zapier
- Adobe Campaign

What is your primary Marketing Automation Platform?



Marketing Ops Role in Using Company's Marketing Automation Platform



With 61% of mo pros serving as their org's automation platform admin, that puts a lot of responsibility on the individual or team. Leaders need to be aware of the risks and responsibilities associated with being the admin of a company-wide software and provide the necessary support for such ownership.

For example,

If a mid-level manager owns your entire marketing automation suite and it crashes on a night or weekend, are they expected to work overtime or come in on their time off? If so, are they compensated for that?

Create a system of checks and balances to help ensure that no individual holds all the keys to the castle, or in this case, knowledge and/or permissions. Distribute responsibility throughout teams or within your department and encourage your ops teams to hold training sessions to keep others accountable for everyday platform use.

3%

of mo pros don't use their company's marketing automation platform. Perhaps this means they are in a leadership or strategic role, but this was a surprise!

How satisfied are you with your company's primary Marketing Automation Platform?

Very dissatisfied

0.79%

Somewhat dissatisfied

3.31%

Neither satisfied nor dissatisfied

8.86%

Somewhat satisfied

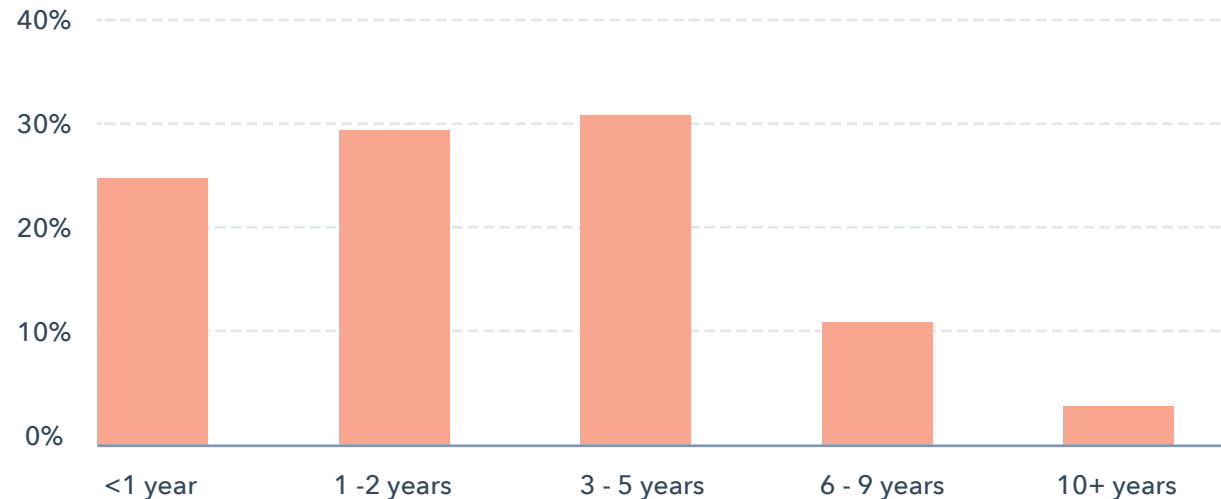
40.34%

Very satisfied

46.69%



How long has your company used its primary Marketing Automation Platform?



Many companies are switching to new software platforms and merging systems that were never before integrated, giving them access to way more data than ever before.

Gaining access to new data can mean pivoting your organization's marketing, sales, or support strategy, so marketing ops teams will need to get comfortable working with leaders in other departments and individuals in other functions. As you'll soon learn more about –

35% of mo pros have career dreams of management.

When given the support they need, they can take the theories of optimization to every facet of your organization, creating lean, growth-driven workflows.

SECTION FOUR

The Future of Marketing Operations

The future of marketing operations is more marketing operations teams and less individuals. More alignment between teams. More resources and training for marketing ops. And more collaboration and community between them.

When leaders prioritize operations as a business strategy that's well worth investing in, and then take that next step to understanding the value, they are putting their business in growth mode. It's like every turning point in the world of marketing and business development goes. The ways of Don Draper were retired for the new world of inbound marketing. Now, marketers are amplifying inbound marketing efforts with data-driven strategies and an optimization mindset.

It's time to commit to operations - it's here to stay.

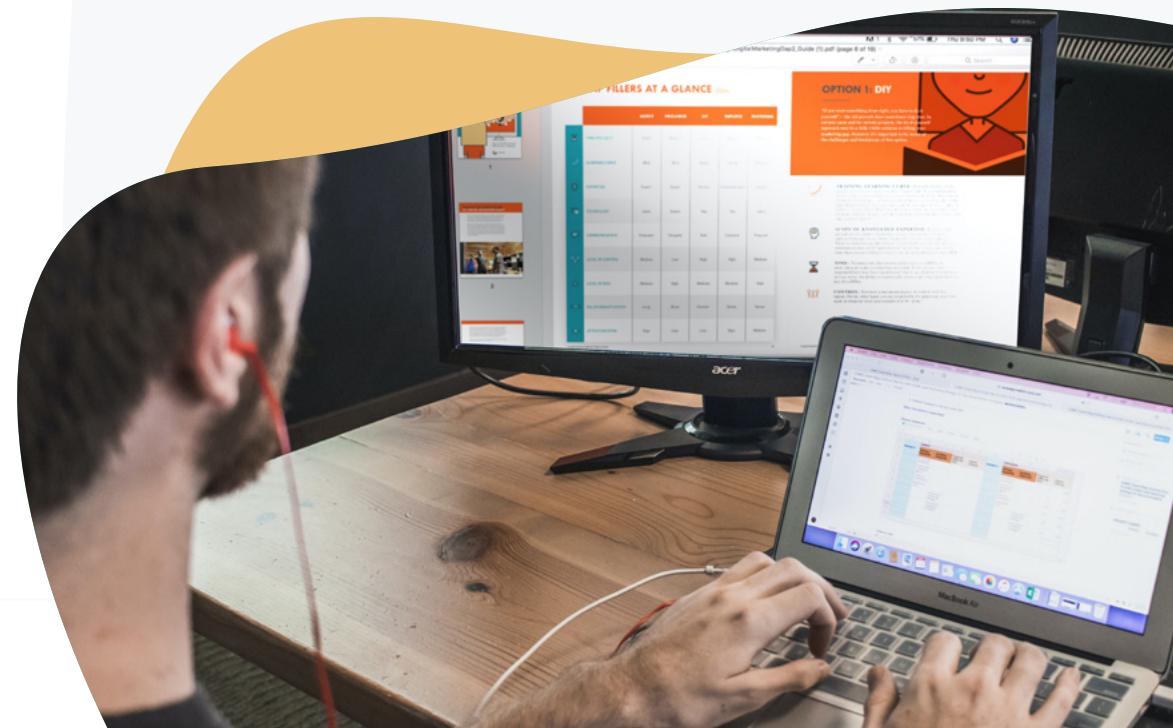


Key Findings

41% of mo pros are in a managerial position.

One in four mo pros is a director.

The #1 next career move for mo pros is to go into management and build out a team that reports to them.



What is your ideal next step in your career?

Go into management/ build a team that reports to me

34.9%

Move into RevOps/ GTM Ops

12.0%

Stay in Marketing Operations as a technologist

11.4%

Move into another area of Marketing

6.5%

Become an independent consultant

6.3%

Work for a consultancy/agency

3.6%

Shift to a totally different job function

3.3%

Other

2.3%

Move more into SalesOps

2.2%

C suite

.8%

None of these options

15.6%

Which best reflects your current level of seniority at your organization?

Executive

12.2%

Vice President

4.5%

Director

24.5%

Coordinator

3.4%

Specialist/ Associate

14.6%

Manager

40.9%



To wrap up, we asked,

"Is there anything else you would like us to know?"

People were really honest, and a lot of the responses revealed that while many are happy in their org and are finding success with tools, others are feeling extremely unsupported and misunderstood. Leaders need to put time and effort into truly understanding marketing operations beyond a high-level overview.

Here are some responses:

"Having budget to streamline and cleanse data would help our team."

"I get pulled in so many directions, it would be nice just to focus on one area where I can really succeed. Currently, I'm unofficially a Director of Analytics, MarTech stack admin, Automation tool architect."

"I love HubSpot and it makes my job a thousand times easier." (Hey, thanks! That's the power of intuitive ops tools for you. Love, HubSpot)

"I'd love to see organizations like MO Pros help bring the function of marketing ops into higher education so students have the option to learn about it early, and not just fall into it on the job." (Us, too!)

"I think a lot of people really don't understand all the work that goes into marketing. They think of stereotypical, fun, B2C marketing with fun tv ads and running social media giveaways when in reality that is just barely scratching the surface of all we do, especially in B2B companies."

Conclusion

If this report leaves you with anything, we hope that you will think differently about operations teams and individuals. We hope that if you are an ops professional, you are inspired, motivated, and validated. Maybe this gave you the courage to talk to your boss about investing in a course you've been wanting to take on SQL. Or ask for a raise!

Leaders, we hope this has given you some insight into the Marketing Operations Professional. Their needs, their goals, and their roadblocks. How can you help empower them to grow as a marketer and analyst? As a manager or leader?

Whether you're an old hat or are brand new to marketing ops, we're glad to have you here.

We hope you'll share this report if you found it interesting and help spread the word about the power of operations and having a growth-driven organization.

Lastly – we'd love to see you in the [MO Pros Community](#) and [HubSpot RevOps & Operations Community](#).

We offer live events, networking channels, job postings, career advice, templates, tools, and more.



Join the MO Pros Community

The #1 Marketing Ops Community

[Become a member](#)



HubSpot RevOps & Operations

Explore the RevOps & Operations Community

[Visit the Community](#)